

**Final Report**

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**TRAINING NEEDS ASSESSMENT**

**for**

**USAID/KAMPALA**

**Presented By:  
Management Systems International**

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**March 1992  
Prepared for:  
Office of Women in Development  
Bureau for Research and Development  
Agency for International Development  
Contract No. PDC-0100-Z-00-9044-00**

**TRAINING NEEDS ASSESSMENT**

for

USAID/Kampala

Submitted By

Edward J. Comstock  
Director of Training

GENESYS

December 21, 1991

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## **I. Objectives of the Training Needs Assessment**

The objectives of the needs assessment were to:

- assess the level of awareness of, knowledge about and skills for considering gender in the development process;
- compare those levels with the needs of the USAID/Kampala program in the Ugandan context;
- suggest in detail the next training step most appropriate for USAID/Kampala to continue its effort to more fully include the consideration of gender in development; and
- recommend in broad outline a training/technical assistance plan for USAID/Kampala aimed at fully including the consideration of gender in its development program and projects.

## **II. Description of the Needs Assessment Activities**

The training needs assessment was conducted in Kampala by GENESYS Director of Training Edward J. Comstock from December 13 to 21, 1991. USAID/Kampala WID Officer, Shirley Erves, scheduled interviews with Mission staff, Personal Services Contractors, USAID/Kampala counterpart PVO representatives, and Ugandan public and private sector agency personnel with portfolios treating gender issues<sup>1</sup>. Erves also circulated, to select Mission staff, copies of the "Training Needs Assessment Form" to complete and return prior to the interviews<sup>2</sup>. Responses to questions on the form provided Comstock with the information base he needed to conduct his assessment.

Comstock met with Erves and Deputy Mission Director Stephen C. Ryner to review the purpose of his visit. DMD Ryner explained that gender issues were a major focus of the Mission and were becoming an area of attention in all of its projects. Ryner expressed great enthusiasm for a Mission WID training. Mid-February is the most optimal time for this activity. Both he and Mission Director Keith Sherper will be available to attend the training sessions at that time. Now in the United States, Ryner intends to meet with Mary Fran Freedman, the Director of the Office of Women in Development, to brief her on Mission initiatives in gender consideration and invite her to visit USAID/Kampala in the near future.

<sup>1</sup>Appendix B., People Interviewed.

<sup>2</sup>Appendix C., Training Needs Assessment Form.

Erves and Comstock spent the remainder of the needs assessment visit interviewing 27 people. Four assessment surveys were designed and used (one each specific to Mission staff, PVOs, Ugandan public sector institutions, and Ugandan nationals from the private sector)<sup>3</sup>. Several times during his visit, Comstock met with Erves to review their findings, discuss a USAID/Kampala gender training plan, and begin to plan in detail a Mission-wide training in considering gender in development (training design, timing, team composition and logistics).

Erves and Comstock held a final meeting with Mission Director Sherper and Supervisory Program Officer Norman L. Olsen. They presented a preliminary overview of their findings and recommendations for training. Director Sherper endorsed the recommendations.

### III. Findings and Recommendations

#### A. Findings

The interviews with USAID/Kampala staff, individuals under Personal Services Contract to the Mission, and representatives of PVOs whose activities are funded in part by USAID/Kampala revealed the following:

- **There is an impressive breadth and depth of interest in gender issues among those interviewed.**

This interest is partially attributable to an active and diligently involved WID Officer, a high level of interest in WID and gender issues among Mission management, and the temporary focus on gender caused by the needs assessment interview. However, Comstock also felt that people are genuinely concerned about the status of Ugandan women and willing to consider more deeply and systematically the gender issues that would contribute to the enhancement of women's status.

The vast majority of those interviewed would agree with comments from the "Training Needs Assessment Form" stating that gender issues are "very relevant" to program and project development and implementation. "Development of their [women's] human resource should be a priority in the economic and social development in Uganda. Since women represent at least half of the human resource base, development of this valuable resource should receive equal attention."

<sup>3</sup>Appendix D. has samples of these surveys.

■ Although the consideration of gender issues has begun to play a recognized and significant role in developing the Mission's program and projects, this role has been largely ad hoc and reactive.

Where Mission management and the WID Officer have called attention to the necessity of considering gender issues, those interviewed have demonstrated a willingness to respond if not the ability to do so. People are aware that gender is a critical variable in development. Most of those interviewed expressed a heightened interest in gaining the knowledge and learning the skills required to conduct gender analysis routinely and systematically in planning, implementing and evaluating projects.

■ While Mission staff and their PSC and PVO counterparts know quite a lot about the status of women in Uganda and the implications of their status on development programs and projects, this knowledge is anecdotal in its character and occasionally contradictory. This does not lend itself to the levels of analysis required to fully include gender as a critical variable in the design, implementation, and monitoring and evaluating development programs and projects.

The larger community has considerable resources available to help systematize and enlarge this knowledge base (e.g., the Women's Studies unit at Makerere University, FIDA, ACFODE, and the Ministry of Women in Development, Culture and Sports), but with rare exception those with the need to know and those with the resources have not gotten together. In fact, there is without doubt much that Mission staff (USDH and FSN), and their PSC and PVO counterparts could learn from one another if fora were provided for guided exchanges of views.

■ Several of those interviewed noted the lack of gender disaggregated baseline data. Analysis of the data would help identify opportunities for and constraints to women's participation in Uganda's economic life.

The disruptions of the past 25 years have had profound and negative effects on the collection and analysis of data generally. The Mission faces a special challenge in defining what it needs to know about gender differences to program rationally, how to get what it needs to know, and how to analyze what it gets. Steps in data collection and analysis have begun, but need to be reviewed and enhanced with respect to issues of gender.

■ **Gender issues are at the heart of virtually all of USAID/Kampala's projects -- current and planned; yet, there have been few cases wherein gender considerations have been explicitly and systematically applied as part of the project design, implementation or monitoring process.**

There seem to be two factors at work here simultaneously, both given fuller treatment above. First, people are aware that considering gender is important in development; but, they lack the requisite knowledge and skills (and occasionally the confidence or interest) to do it. Because they can't or don't think they can do it, they don't think about doing it.

■ **The time for increasing knowledge about and developing skills for considering gender is now!**

With several projects drawing to a close, and several others in various stages of planning, the time is most opportune to increase the Mission's capacity to fully include the consideration of gender in its program and projects. There is much that can be learned from existing projects and applied to designing new projects. Other projects can be refocused.

The time is also propitious because of the Government of Uganda's current interest in women and the issues that affect them. President Yoweri Museveni has been an outspoken advocate for improving the status of Ugandan women. There are those in government, however, that don't share his interest. If the current government changes there may well be a change in its attitude toward women. By fully considering gender now, USAID/Kampala's program and project initiatives will contribute to sustaining a focus on women and the contributions they can and are making to the growth of the nation.

■ **Increasing Mission staff and affiliated PVO capacity to analyze programs and projects from a perspective sensitive to gender is not enough. This capacity to look at the Ugandan reality clearly is also required of their Ugandan counterparts -- at both the policy and operational levels.**

If the necessity to consider gender in development, and the knowledge and skills to accomplish this, are not shared with Ugandan counterparts the opportunity to sustain interest in this critical cross-cutting development issue will have been diminished, if not lost altogether.

■ A gender sensitization "event," while welcome, will not make much of a difference in the way the Mission goes about its business.

Perhaps the clearest message received from those interviewed was that they know why they have to consider gender in their work, but they don't know how. While some degree of consciousness raising is still required, much more useful to the Mission staff and their counterparts would be training in the gender analysis skills they require to do their work, specifically in sector specific training and technical assistance. Such assistance and training would help them focus on those gender issues most relevant to their portfolio and further assist in reviewing their projects to identify the knowledge needed and actions required to overcome constraints to and to take advantage of opportunities for those projects that have a relationship to gender differences.

■ Finally, it is clear to this writer that the Mission's WID agenda -- as identified by those interviewed and encapsulated above -- can be met more effectively and efficiently with the establishment and support of a Mission WID Committee.

Those currently bearing the principal responsibility for keeping gender in the institutional mind cannot continue to do so. As the Mission work in WID increases, there will simply be too much to do! WID Committees in other Missions provide inestimable service to the Mission. To institutionalize gender consideration in development, a committed group of people with a clear mandate and scope of work must be established to get the job done.

The interviews with Ugandan public and private sector representatives revealed an interesting and unique possibility for Mission consideration.

■ Interviews at the Ministry of Women in Development, Culture and Sports, Makerere University and the Bank of Uganda -- although different in many respects -- all communicated clearly that to press forward their gender sensitization/Women in Development agenda, new skills enabling them to more effectively manage that agenda are necessary.

For example, all interviewees in the Ministry said that they feel they are having significant albeit limited success in sensitizing Ugandan women to the constraints to and opportunities for full participation in Ugandan family, community and national life. Generally, they have been stymied in their attempts to make males, specifically male

policy makers, sensitive to the low status of Ugandan women and the deleterious effect this has on all aspects of Ugandan life.

The importance of their message and their inability to communicate it to decision makers has been frustrating. Erves and Comstock discussed this at length with the interviewees (all women), and certain needs emerged:

- Individually and collectively the women need to know better who they are, their professional and personal strengths and how to take advantage of them, and their weaknesses and how to overcome and/or compensate for them.
- They require help in analyzing their organizational culture and strengthening their place and position in it.
- Networking skills would be extremely useful, if not indispensable. There are many professional women working on WID issues in Kampala who don't even know each other, much less use contacts to share information, victories and defeats. Networking doesn't simply happen; making and using networks is an acquired skill which would certainly benefit Ugandan professional women as the Ugandan Women's Manufacturing Association and the less formal networks of women traders has demonstrated.
- Finally, the presentation of the message -- simple, succinct, targeted, practiced -- often accounts for the success or failure in communication. Most Ugandan professional women do not have the presentation experience to make communication effective.

## B. Recommendations

Note that the following are not intended as a menu from which the Mission should choose those convenient to it and disregard the others. This is rather an integrated plan of activities that taken together will advance USAID/Kampala from where it is today to where it wants to go. What is recommended is considered the minimum needed to move the program forward effectively.

### 1. Core Gender Analysis Training

Develop a two-day "core" gender analysis training course for USAID/Kampala. This first training activity should focus on Mission staff (USDHs and FSNS), relevant contractors, PVO decision makers, and counterparts. It has been GENESYS's experience that only when a broad cross-section of USAID development actors understand the basic concepts, tools and applications for considering gender in development can Missions get on with the next steps in building gender sensitive programs

and projects. This training intervention seeks to establish a "critical mass" of development professionals who share a set of core concepts and techniques. The training will be designed to accomplish the following goal and objectives:

Goal:

to support the integration and institutionalization of gender analysis in USAID/Kampala's development programs and projects.

Objectives:

By the end of this initial training event,

participants will understand A.I.D.'s policy history and current priorities with respect to gender considerations and their impact on development;

participants will gain a greater understanding of the importance of including gender considerations in their work in Uganda;

participants will learn and practice the basic skills of gender analysis;

participants, applying gender analysis skills, will identify gender-related constraints and opportunities in their programs and projects;

participants will learn and practice basic skills for including gender considerations in writing scopes of work;

participants will develop and present strategies for integrating gender as a variable in their work (action planning).

An illustrative schedule for accomplishing the goal and meeting the objectives is found in Appendix E. A two-person training team comprised of Comstock and Virginia M. Hubbs should conduct the workshops. Three separate off-site workshops will be held accommodating 25 people each. Mid- to late February has been identified as the most ideal period for the training. Exact timing will be established before the end of the calendar year.

This first recommendation was presented in some detail and approved by Mission Director Keith Sherper.

## 2. Sector Specific Training and Technical Assistance

The Mission should sponsor an agriculture sector gender issues training and technical assistance intervention within four months

of the "core" gender analysis training. This timing would take advantage of the knowledge and skills acquired during the first training, as well as the high levels of enthusiasm for considering gender in development traditionally generated by the "core" training.

The integration during one TDY of training and technical assistance in sector specific gender analysis techniques represents the results of years of "lessons learned" in R&D/WID Mission-based training. The rationale for this approach is based on the recognition that project personnel require focussed practical support to move beyond the basic application of gender analysis toward the full application of analytical skills for incorporating gender in their own work.

To do so, the training first seeks to explore sector-specific gender issues in far greater depth than was possible in the "core" training. On the basis of these learnings, project-by-project technical assistance is then provided to guide project managers in determining the practical applications of the gender analysis tool in their specific development activities.

A team of two persons is recommended (a training facilitator and an agricultural specialist with credentials in gender), to train and provide technical assistance to participants comprised of representatives from one or more (to be determined) of USAID/Kampala's agriculture projects -- e.g., ANEPP, CAAS, MFAD. This group will be composed of USDHs, FSNs, PSCs, PVO representatives (where appropriate), and counterparts. Following one or two days of facilitated investigation into the "deep" and technical gender issues relevant to the agriculture sector, the agriculturalist on the team will assist project team members, individually or in small groups, to investigate their project in light of the gender issues uncovered and explored. Sample training and technical assistance materials will be brought to USAID/Kampala by the "core" training team in February for review and discussion.

Pending a favorable review by the Mission of this amalgamation of training and technical assistance, other sector specific activities could be requested by USAID/Kampala in the natural resources, education and private enterprise sectors.

### 3. WID Committee Founding and Training

It is recommended that USAID/Kampala establish a WID Committee closely following the "core" training. Furthermore, the Mission should take advantage of the presence of Recommendation 2.'s facilitator to provide the WID Committee members with two days of participatory training focussing on team building, task analysis, and committee strengthening. A recent and similar GENESYS experience in Bolivia with USAID/La Paz's WID Committee was

extremely successful in helping the committee to set and begin to pursue an effective WID agenda.

#### 4. Activity Specific Training

Thought should be given to the possibility of providing local language gender consideration in development training to indigenous groups receiving USAID/Kampala sponsorship. During the needs assessment such training was briefly discussed for the Rwenzori Mountaineering Service (RMS), an all male body that might, with gender sensitization and following a gender analysis of local circumstances, provide income generating activities to women (e.g., processed food sales to the RMS and its clients) in the RMS service area.

#### 5. Special Recommendations

REDSO/ECA AFWID Project Adviser Wanjiko Muhato should be invited to attend the "core" gender analysis training as an observer/participant.

Mary Fran Freedman, Director, AID/R&D/WID, should be invited to attend the "core" gender analysis training. She should also travel into the countryside to familiarize herself firsthand with gender issues in Africa. Ms. Freedman would be accompanied on this trip by Ron Grosz, Training Officer (and an agricultural economist), AID/R&D/WID, who is the longest sitting member of the Office of Women in Development and an old Africa hand.

Finally, one gender trainer from the Ministry of Women in Development, Culture and Sports should be invited to attend each of the three "core" gender analysis training workshops as an observer/participant.

### **IV. Next Steps for the Core Gender Analysis Training**

#### A. USAID/Kampala

- negotiate training dates with GENESYS (by December 31)
- identify who will attend the training, divide participants into the three workshops (an even division by gender, affiliation, nationality, sector is highly desired), and fax GENESYS with the names of the participants (by February 1)
- contract an individual to provide the training team with logistical, communications and secretarial support, as well as being the team's principal contact person with those Ugandan women recruited for the panel/discussion sessions on the status of women in Uganda (by February 1)

- arrange for the training site (away from Kampala) suitable for 30 people, with breakout rooms (or space) for five groups of six (by February 14)

- compile the project documents that GENESYS will use in preparing a case study (MFAD or CAAS are recommended, the Mission should choose with the concurrence of the project manager and sector chief; send these documents to GENESYS (by January 17)

- compile the project documents that the participants will use during their second round of gender analysis during the workshops (all sectors should be represented by a project); hold for the training team

- amend the budget of PIO/T Number 617-0510-01-3-10024 to fund the training

#### B. GENESYS

- negotiate training dates with USAID/Kampala (by December 31)

- finalize training team (by January 10)

- develop specific training and resource materials and training task descriptions (by February 3)

#### V. Final Words

The author thanks those who gave enthusiastically of their thoughts and time to assure the accomplishment of the training needs assessment. He is particularly grateful to WID Officer Shirley Erves whose organizational abilities, unflagging good humor, devotion to Uganda's women, and sound advice inspire and sustain him.

## Appendix A

### GLOSSARY OF ACRONYMS

ACFORDE	Action for Development
AFWID	Africa Bureau Women in Development
A.I.D.	Agency for International Development
ANEPP	Agricultural Non-traditional Export Program
APE	Action Plan for the Environment
CAAS	Cooperative Agriculture and Agribusiness Support
CPSP	Country Program Strategic Plan
DTC	Development Through Conservation
EPADU	Export Policy Analysis and Development Unit
FIDA	Association of Women Lawyers
FSN	Foreign Service National
MFAD	Manpower for Agricultural Development
NGO	Non Governmental Organization
PACB	Policy Analysis and Capacity Building
PSC	Personal Services Contractor
PVO	Private Voluntary Organization
R&D	Bureau of Research and Development
REDSO/ECA	Regional Development Support Office/East and Central Africa
RPE	Rehabilitation of Productive Enterprises
USAID	United States Agency for International Development
USDH	United States Direct Hire
UWFCT	Uganda Women's Finance and Credit Trust
WID	Women in Development

## **.appendix B**

### **PEOPLE INTERVIEWED**

Al Agard, Project Manager  
Manpower for Agricultural Development  
USAID/Kampala

Gary Bayer, Division Chief  
Agriculture and Natural Resources Office  
USAID/Kampala

Frank Calhoun, Team Leader  
Manpower for Agricultural Development Project  
Mbarara University

Chris Conrad, Country Director  
CARE

Lydia Ddamba, Property Management Clerk  
Property Management Office  
USAID/Kampala

Shirley Erves, Women in Development Officer  
Program Project Development Office  
USAID/Kampala

Rebecca Kadaga, National Resistance Council Member  
FIDA

Beatrice Katabarwa, Education and Training Officer  
Ministry for Women in Development, Culture and Sports  
Government of Uganda

Rhemie Kiggundu, Assistant Project Manager  
Program Project Development Office  
USAID/Kampala

Sarah Kiggundu, Secretary  
Controller's Office  
USAID/Kampala

Lucia Kiwala, Counterpart to CTA/Senior WID Officer  
Umbrella Project for Women in Development  
Ministry for Women in Development, Culture and Sports  
Government of Uganda

Esther Mulagwe, Voucher Examiner  
Controller's Office  
USAID/Kampala

Regina Muwonge, Financial Analyst  
Controller's Office  
USAID/Kampala

Victoria Mwaka, Ph.D., Chairperson  
Women Studies Department  
Makerere University

Margaret Najjingo-Kasujja, Lecturer  
Faculty of Agriculture and Forestry  
Department of Agricultural Extension/Education  
Makerere University

Margaret Nantale, Assistant Director  
Women's Desk  
Bank of Uganda  
Government of Uganda

Dezi Ngambeki, Ph.D., Agricultural Economist  
Manpower for Agricultural Development Project  
Makerere University

Norman L. Olsen, Supervisory Program Officer  
Program Project Development Office  
USAID/Kampala

Bernice A. Perry, Chief Technical Adviser  
Umbrella Project for Women in Development  
Ministry for Women in Development, Culture and Sports  
Government of Uganda

Anne Riyamay, Secretary  
Program Project Development Office  
USAID/Kampala

Stephen C. Ryner, Deputy Mission Director  
USAID/Kampala

William Salmond, Country Director  
The Experiment in International Living

Christine Sempebwa, Program Coordinator  
CARE

Keith W. Sherper, Mission Director  
USAID/Kampala

Rhoda Tumusiime, Commissioner for Women in Development  
Ministry for Women in Development, Culture and Sports  
Government of Uganda

Jackie Wakhweya, Acting Assistant Project Manager  
Program Project Development Office  
USAID/Kampala

Helen Wanyenze, Secretary  
Program Project Development Office  
USAID/Kampala

Clare Wavamunno, Senior Banking Officer  
Women's Desk  
Bank of Uganda  
Government of Uganda

Holly Wise, General Development Officer  
General Development Office  
USAID/Kampala

## Appendix C

### Uganda

#### Training Needs Assessment Form

Name: \_\_\_\_\_

Office: \_\_\_\_\_

Telephone: \_\_\_\_\_

Background: In furthering the recommendation made by GENESYS's Virginia M. Hubbs in her Report on Consultancy on Gender Issues in Uganda that a "training workshop to increase awareness of gender issues and provide introductory skills in gender analysis be conducted for USAID staff," the Mission has invited Ed Comstock, Director of Training at GENESYS, to spend the week of December 16th with us to assess Mission needs regarding such a training. Answers to the following questions will provide Comstock with the information base he'll need to conduct his assessment. Please give each of the five questions your thoughtful consideration. Thanks.

1/ What relevance, if any, do gender consideration (or Women in Development -- WID) issues have for project or program development and implementation?

2/ If you have had previous hands-on experience in WID-related projects or activities in Uganda, briefly describe what you consider to be a story of success or failure.

3/ Do you have any suggestions for ways in which project managers can ensure the integration of gender considerations in project design, implementation or evaluation? Please elaborate.

4/ Do you believe that there is a demonstrated need for improved gender inclusion in your particular portfolio?

5/ Given your knowledge of the Ugandan cultural context, how should USAID/Kampala development assistance best address the development needs of Ugandan women?

## Appendix D

### USAID/Kampala Needs Assessment Guidelines

**Interviewer's Role:** My purpose, as a GENESYS consultant to the Mission, is to conduct a training needs assessment. The objective of this assessment is to help the Mission identify the training steps it wants to take to more fully address gender issues in its program and projects. The most immediate training step proposed -- that of a general Mission training on the concepts, tools and applications for considering gender in development -- will be my focus in this interview; but I will also explore with you your thoughts on a variety of possible subsequent trainings.

I will respect your views and your professional privacy (i.e., I will not cite you by name in my report unless I ask your permission).

The purpose of the interview is to gather information, not bring about change.

**Interviewee's Role:** Full and honest response. Also, please don't misinterpret my questions as professing a bias or trying to lead you in a particular way; I am the Director of Training for GENESYS, but don't come at you with a blueprint for action in your WID arena.

### USAID/KAMPALA TRAINING NEEDS ASSESSMENT UGANDA

Name: \_\_\_\_\_

Position: \_\_\_\_\_

Office: \_\_\_\_\_

#### Setting the Stage

In re WID, an argument during the past 10 years has been one of equity vs. efficiency. What are your thoughts on this?

Over time in the development community (including A.I.D.) the concept of "women in development" (WID) has matured to that of gender consideration in development. Does this distinction have any meaning for you?

In Annex D-2 of the CPSP it states that "The advancement of women can be addressed through development programs, but the programs must be gender sensitive if they are to overcome 'the realities of women's sexual and social subordination' in society....This means that effective development programs which advance the status of women must give women access to resources to improve their standard of living and give women the right to use the resources for their benefit." In your opinion, what is meant by the phrase "programs must be gender sensitive?"

On the basis of the Training Needs Assessment Form responses, there would appear to be general agreement that gender consideration issues have considerable relevance for USAID/Kampala program and project development and implementation (e.g., "Can't program effectively if we don't know who does what - and the different constraints different participants [by gender] face"; "Development of their human resource should be a priority in the economic and social development in Uganda"). What are your views on this?

When I think of WID/gender consideration institutionalization in a Mission, I am reminded that Mission personnel usually go through three different stages: awareness (of the importance of considering gender in development, of the agency's position on same), knowledge (of the roles and responsibilities of women and men in the Ugandan context, of WID issues), and skills (how to use the awareness and knowledge to design, implement, monitor and evaluate gender sensitive programs and projects). Where you place yourself on this continuum? Where would you place the Mission generally?

What are the WID guidelines that the Mission currently uses in its program and project development?

Would the Mission's WID agenda be furthered by the establishment of a WID Committee? If so, what do you recommend their roles and responsibilities be? Who should serve on this committee?

What do you think has been the Mission's major accomplishment in the area of WID/gender consideration in development? What more do you think needs to be done? Why is it not being done?

If it were up to you, and to you alone, how would you address the issues of what needs to be done?

## Training

Have you ever had any WID training? If so, what did you like or dislike about it?

Several respondents to the Training Needs Assessment Form suggested that targeted training and technical assistance would be appropriate to ensure the integration of gender considerations in program and project design, implementation and evaluation? Do you agree with this view? Please elaborate.

What would you expect from a training on considering gender in development? What professional needs would like to have met?

Who should be included in training(s)?

- USDH Mission Staff
- FSN Mission Staff
- PSC's
- PVO/NGO Contractors
- Host Country Counterparts
- Other PVO/NGO Personnel
- Other Host Country Personnel (e.g., Ministries)
- Others

If more than one group requires training, should it all be done at once or should several trainings be held specific to the needs of each audience?

Are there particular sectors which may require sector specific training/TA (e.g., agriculture/natural resources, health, education)? If so, are there specific areas within these sectors on which training should concentrate?

Are there particular functions -- for example data collection and analysis, project design, project implementation and adaptation, monitoring and evaluating, writing scopes of work -- that should receive special treatment in a training to help the Mission do its work?

You are all terribly busy, and apt to get busier. As such, what would you pay regular attention to in more fully including gender as a development variable -- your heart, a checklist, a Mission mandate (MO), nothing? Please comment.

Would you welcome a training on considering gender in development? What is your guess on how others in the Mission might look forward to it?

How do you best learn? Lecture, case study, role play, small group work, individual work?

Do you respond well to various media? Flip charts, overheads, videos?

What questions would you like to ask me?

**PVO Needs Assessment Guidelines**

**Interviewer's Role:** My purpose, as a GENESYS consultant to the USAID/Kampala Mission, is to conduct a training needs assessment. The objective of this assessment is to help the Mission identify the training steps it wants to take, both within and without its own institutional framework, to more fully address gender issues in its program and projects. Their most immediate training step proposed -- that of a general Mission training on the concepts, tools and applications for considering gender in development -- will be my focus in this interview; but I will also explore with you your thoughts on a variety of possible non-USAID trainings.

I will respect your views and your professional privacy (i.e., I will not cite you by name in my report unless I ask your permission).

The purpose of the interview is to gather information, not bring about change.

**Interviewee's Role:** Full and honest response.

**PVO TRAINING NEEDS ASSESSMENT  
UGANDA**

Name: \_\_\_\_\_

Position: \_\_\_\_\_

Office: \_\_\_\_\_

Agency: \_\_\_\_\_

**CARE Note:** Does the gender disaggregated data set you have from your West Nile and Conservation for Development projects lend itself to an analysis which might demonstrate differences in the social good that comes from differentiated gender benefits (e.g., how do women and men spend "new" surplus incomes generated as a result of the project)?

## Setting the Stage

In re WID, an argument during the past 10 years has been one of equity vs. efficiency. What are your thoughts on this?

Over time in the development community (including A.I.D.) the concept of "women in development" (WID) has matured to that of gender consideration in development. Does this distinction have any meaning for you?

"The advancement of women can be addressed through development programs, but the programs must be gender sensitive if they are to overcome 'the realities of women's sexual and social subordination' in society....This means that effective development programs which advance the status of women must give women access to resources to improve their standard of living and give women the right to use the resources for their benefit." In your opinion, what is meant by the phrase "programs must be gender sensitive?"

From my work, and that of other consultants, there would appear to be general agreement that gender consideration issues have considerable relevance for USAID/Kampala program and project development and implementation (e.g., Mission personnel have said they "Can't program effectively if we don't know who does what - and the different constraints different participants [by gender] face"; or "Development of their human resource should be a priority in the economic and social development in Uganda"). What are your views on this?

When I think of WID/gender consideration institutionalization in an organization, I am reminded that people in that organization usually go through three different stages: awareness (of the importance of considering gender in development, of the organization's position on same), knowledge (of the roles and responsibilities of women and men in the Ugandan context, of WID issues), and skills (capacity to use the awareness and knowledge to design, implement, monitor and evaluate gender sensitive programs and projects). Where would you place your organization on this continuum? From what you know of USAID/Kampala, where would you place the Mission generally?

What are the WID guidelines does your organization currently use in its program and project development?

What do you think has been your organization's major accomplishment in the area of WID/gender consideration in development? What more do you think needs to be done? Why is it not being done?

If it were up to you, and to you alone, how would you address the issues of what needs to be done?

## Training

**CARE Note:** CARE/NY has been in correspondence with the A.I.D./R&D/WID Office in planning gender analysis training and training of trainers for regional office staff. Have you heard anything about this?

Have you ever had any WID/gender analysis training? If so, what did you like or dislike about it?

Would you welcome a training on considering gender in development?

What would you expect from a training on considering gender in development? What professional needs would like to have met?

If your organization participated in a gender consideration training, who all should be represented in training(s)?

- USDH USAID/Kampala Mission Staff
- FSN USAID/Kampala Mission Staff
- PSC's
- Other PVO/NGO Contractors
- Host Country Counterparts
- Other PVO/NGO Personnel
- Other Host Country Personnel (e.g., Ministries)
- Others

If more than one group requires training, should it all be done at once or should several trainings be held specific to the needs of each audience?

Are there particular sectors which may require sector specific training/TA (e.g., agriculture/natural resources, health, education)? If so, are there specific areas within these sectors on which training should concentrate?

Are there particular functions -- for example data collection and analysis, project design, project implementation and adaptation, monitoring and evaluating -- that should receive special treatment in a training to help you do your work?

How do you best learn? Lecture, case study, role play, small group work, individual work?

Do you respond well to various media? Flip charts, overheads, videos?

What questions would you like to ask me?

## HCA Needs Assessment Guidelines

**Interviewer's Role:** My purpose, as a GENESYS consultant to the USAID/Kampala Mission, is to conduct a training needs assessment. The objective of this assessment is to help the Mission identify the training steps it wants to take, both within and without its own institutional framework, to more fully address gender issues in its program and projects. Their most immediate training step proposed -- that of a general Mission training on the concepts, tools and applications for considering gender in development -- will be my focus in this interview; but I will also explore with you your thoughts on a variety of possible non-USAID trainings.

I will respect your views and your professional privacy (i.e., I will not cite you by name in my report unless I ask your permission).

The purpose of the interview is to gather information, not bring about change.

**Interviewee's Role:** Full and honest response.

### HCA TRAINING NEEDS ASSESSMENT UGANDA

Name: \_\_\_\_\_

Position: \_\_\_\_\_

Office: \_\_\_\_\_

Agency: \_\_\_\_\_

#### Setting the Stage

In re WID, an argument during the past 10 years has been one of equity vs. efficiency. What are your thoughts on this?

Over time in the development community (including A.I.D.) the concept of "women in development" (WID) has matured to that of

gender consideration in development. Does this distinction have any meaning for you?

"The advancement of women can be addressed through development programs, but the programs must be gender sensitive if they are to overcome 'the realities of women's sexual and social subordination' in society....This means that effective development programs which advance the status of women must give women access to resources to improve their standard of living and give women the right to use the resources for their benefit." In your opinion, what is meant by the phrase "programs must be gender sensitive?"

When I think of WID/gender consideration institutionalization in an organization, I am reminded that people in that organization usually go through three different stages: awareness (of the importance of considering gender in development, of the organization's position on same), knowledge (of the roles and responsibilities of women and men in the Ugandan context, of WID issues), and skills (capacity to use the awareness and knowledge to design, implement, monitor and evaluate gender sensitive programs and projects). Where would you place your organization on this continuum? From what you know of USAID/Kampala, where would you place the Mission generally?

What do you think has been your organization's major accomplishment in the area of WID/gender consideration in development? What more do you think needs to be done? Why is it not being done?

If it were up to you, and to you alone, how would you address the issues of what needs to be done?

### **Training**

Have you ever had any WID/gender analysis training? If so, what did you like or dislike about it?

Would you welcome a training on considering gender in development?

What would you expect from a training on considering gender in development? What professional needs would like to have met?

Are there particular foci -- **for example skills in managing and promoting your WID agenda, policy dialogue skills** -- that should receive special treatment in a training to help your organization do its work? (Talk about these thrusts a bit, use the Career Management for Women materials)

Who should be included in training(s)?

If more than one group requires training, should it all be done at once or should several trainings be held specific to the needs of each audience?

How do you and you colleagues best learn? Lecture, case study, real case analysis, role play, small group work, individual work?

Do you respond well to various media? Flip charts, overheads, videos?

What questions would you like to ask me?

## Uganda Training Needs Assessment

### Host Country National Guide Questions

WID conventional wisdom has it that as women's economic status increases, so too are there increases in their social, political and cultural status. Do you find this the case in Uganda?

I am under the impression that throughout the country men regard women as their property, as assets to be used as the men see fit. Is this universal throughout Uganda? Do you experience this? If you don't, what is significantly different about your life?

Are you familiar with examples of the conventional female/male dynamic being challenged (e.g., wherein women stand for their rights)? If so, how do the men respond to this?

Extreme poverty and AIDS appear to have created a climate of fear in Uganda unusual in its breadth and intensity. What effect is this having on traditional family structure? For example, has there been an increase (and is it significant) in the number of legal or de facto women-headed households? Do you expect these changes to be lasting ones? (Use the Honduran example wherein some 26% of households are now women-headed, many -- if not most -- at the instigation of the woman who does not want the man around because he consumes more than he produces.)

**For USAID:** You work for an organization that has a stated goal of improving the standard of living for Ugandans. As 80% of all Ugandans are women or children under the age of 18 (a population cohort very much dependent on women), how would you rate the agency with regard to its chances of meeting its goal (i.e., its efforts toward meeting the needs of Ugandans)?

How would you describe your relationships with your Ugandan male colleagues? Your American male colleagues? Your American female colleagues? Equitable, inequitable, discriminatory (on the basis of gender or nationality)?

**For non-USAID:** How would you describe your relationships with your Ugandan male colleagues? Equitable, inequitable, discriminatory?

If you had a large pot of money, let's say 500 million shillings, what one thing would you spend it on to advance the status of women in Uganda? (E.g., land tenure policy change, girls' primary education, women's literacy?)

## Appendix E

### Illustrative workshop schedule

#### First Day

- session 1**           Introducing the workshop
- topics: workshop objectives and schedule;  
                  participant expectations
- session 2**           Setting the context: A.I.D.; Uganda; and  
                  USAID/Kampala
- topics: A.I.D. legislation, policy history and  
                  resources; the status of women in Uganda;  
                  initiatives and programs of USAID/Kampala  
                  important to women
- session 3**           Gender considerations and the development process
- topic: learning tools for gender analysis
- session 4**           Applying gender considerations to development
- topic: using the tools (a case analysis)
- session 5**           Summary and closure of the first day

#### Second Day

- session 6**           Considering gender in USAID/Kampala's programs and  
                  projects
- topic: identifying constraints to and  
                  opportunities for women and men in your programs  
                  and projects
- session 7**           Scopes of work
- topic: writing scopes of work sensitive to gender  
                  issues
- session 8**           Action planning
- topics: developing gender consideration  
                  strategies to use following the workshop; setting  
                  individual workplans for incorporating gender  
                  considerations in your work
- session 9**           Summary and closure of the workshop