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Final Report

DEVELOPING OFFICE-LEVEL STRATEGIES
FOR
INCORPORATING GENDER ISSUES IN DEVELOPMENT
WORKSHOP REPORT

Presented By:
GENESYS

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WORKSHOP REPORT

**DEVELOPING OFFICE-LEVEL STRATEGIES
FOR INCORPORATING GENDER ISSUES IN DEVELOPMENT
October 18, 1991 10:00am - 12:00 noon**

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I. INTRODUCTION

The workshop was sponsored by the R&D Bureau and arranged by the R&D Bureau's WID Action group and the WID Office. The session was facilitated by Management Systems International (MSI), a subcontractor on the WID Office GENESYS project, and chaired by Richard Bissell, AA/R&D.

II. PARTICIPANTS

There were 36 participants in attendance: 18 men and 18 women. The participants represented the following offices: AA/R&D (2); Agriculture/R&D (2); DAA/R&D (1); Education/R&D (2); EID/R&D (2); EIN/R&D (3); ENR/R&D (1); Futures Group (GENESYS) (1); Health/R&D (2); MSI (1); Nutrition/R&D (2); OIT (2); PO/R&D (4); Population/R&D (2); R/R&D (3); University Center/R&D (4); WID/R&D (2).

III. WORKSHOP DESIGN AND IMPLEMENTATION

The workshop was designed to assist in the development and implementation of the Office Level WID Strategies requested by the Bureau's Assistant Administrator. The objectives were to :

- Reach common understandings of what an office WID strategy needs to be and how to get there;
- Exchange ideas about concrete actions that have been taken or could be taken at the office level to enhance or systematize attention to WID issues.

The two-hour session began with an introduction to techniques used to set strategic objectives and moved to the presentation of case studies in two R&D offices and one field Mission. It closed with a round-table discussion of ideas, concrete suggestions, and a summary of next steps and comments by the Assistant Administrator.

Documents and publications were made available to participants. They included case studies of WID Action Plans from field Missions, tools and procedures used to develop office level strategies and action plans and background documents on gender issues in development.

IV. SUMMARY OF THE WORKSHOP

Eric Chetwynd introduced Larry Cooley, workshop facilitator, and Christina Jordan, session reporter. He noted that the new WID Office Director was scheduled to participate in the workshop but could not be present because of illness.

1. OPENING COMMENTS

Rich Bissell opened by expressing his satisfaction at seeing both office directors and staff members at the workshop, noting that WID is multi-tiered and cross-cutting; and not just a women's concern but truly a gender issue involving the roles and responsibilities of both men and women.

He noted that the WID issue must not be treated in a "boiler plate" fashion or as a hurdle. He stated that gender issues stand in the way of overall development goals, and that they must therefore be addressed for the sake of the development agenda. The R&D Bureau should take the lead in addressing gender as part of its crucial role in leading the design of technology for A.I.D.

2. TOOLS AND TECHNIQUES

Cooley introduced tools and techniques which can aid in coherent, logical programming and strategic planning. He suggested the techniques being developed and used for program planning such as identifying objectives and indicators also apply to the development of Office and Bureau-level WID Action Plans. Gender should be treated as a cross-cutting issue and specific strategic objectives should be set which influence the way analyses are done in relation to both men and women.

3. EXAMPLES OF EFFORTS TO DATE

Constructive actions already being undertaken were described by Sam Rea (Education Office), Pat Peterson and Edward Lijewski (Agriculture Office), and Tom Kellermann (ex-Guatemala and now R&D/PO), with special attention paid to the process involved in developing WID strategies. When each presenter was asked by Cooley if they would have taken the same approach to gender had there not been a Congressional Mandate or Agency WID Policy, each said yes. Gender issues were addressed in each case because of the obvious impact on the final success of their development work.

4. EXCHANGE OF IDEAS

Cooley guided the discussion, focusing primarily on drawing conclusion from the case studies presented relevant to developing an office-level strategy. The ideas discussed can be summarized as follows:

- Offices should first determine their purposes and objectives, then develop an Office WID Action Plan based on fair expectations of how gender can be incorporated to

achieve office-specific development goals.

- There is much opportunity for offices to share information and work together. This issue cuts across individual offices, sectors and technical areas.
- Gender analysis should be required in all projects. Rigor of data and information supporting arguments against the incorporation of gender should be equal to that required in arguments for including gender.
- The planned workshop involving all the CRSPs is a prime opportunity for collaboration among R&D offices as well as with other A.I.D. Bureaus.
- R&D has an increasing leadership role to play in the Agency, especially vis-a-vis technical leadership because of the Agency-wide reorganization. There is also an intellectual leadership function in looking at the "second generation" issues, i.e., in defining the cutting edge in development.
- One of the more powerful and influential bases for development is democratization because it overlays much of what goes on in the development process.
- The leadership role of R&D is both in the area of technical findings which are disseminated to other Bureaus and in the area of tools and procedures for effectively addressing gender issues in development.

5. PLANS/NEXT STEPS

The participants agreed that the R&D Bureau's role should be something different than merely the sum of Office-level strategies. The Bureau's focus on development potential, as well as the interplay between the Bureau programs and projects are important in determining exactly what this role should be.

An Agency-wide workshop on "indicators" will be held in February. The R&D Offices should be prepared to bring their Office WID Action Plans, and well-outlined, well-thought-out data to share with other bureaus. Sectors should attempt to collaborate in presentations for the February event, to further illustrate to participants how gender as a cross-cutting issue is collaboratively addressed in R&D.

This time-frame was established to serve as motivation and to encourage offices to work together. Brown-bag lunch sessions or other meetings on a regular basis were suggested for the purposes of discussing the methodology of adopting an office strategy, information sharing and developing a Bureau strategy over time.

6. CLOSING COMMENTS

Bissell commented that the diversity of the Bureau is a real strength, and that the best place to start developing strategies is at the Office level. He is therefore in favor of continuing the work in order to define something more effective than a mechanistic approach. He expressed his satisfaction that common ground is being established, and trusts that continued dialogue will lead to effective results.

Chetwynd thanked Bissell, the WID Office and the WID Action Group, especially mentioning Bernadette Bundy, who is leaving for the Latin American Bureau.

APPENDIX A: LIST OF PARTICIPANTS

<u>Name:</u>	<u>Office</u>	<u>Phone</u>	<u>Room #</u>
1. Anderson, Jim	OIT	5-4200	207 SA-16
2. Anthony, Susan	R&D/N	5-4035	413 SA-18
3. Bissell, Rich	AA/R&D	7-1827	4942 NS
4. Blakeslee, Katherine	R&D/AA	7-3027	4941 NS
5. Bundy, B.	R&D/PO	5-4116	311 SA-18
6. Callison, C. Stuart	R&D/UC	3-2585	600 SA-2
7. Chetwynd, Eric	R&D/EID	5-4710	608c SA-18
8. Clark, Mari	R&D/WID	7-2809	3725a NS
9. Cooley, Larry	MSI	(202) 484-7170	
10. Daly, John	R&D/R	5-4444	320 SA-18
11. Erbe, David	R&D/PO	5-4178	311 SA-18
12. Finley, Fern	S&T/PO/AE	5-4272	305a SA-18
13. Frischer, R.	R&D/UC	5-4298	309 SA-18
14. Grosz, Ron	R&D/WID	7-3992	3725a NS
15. Hong, Sawon	R&D/POP/Research	5-4778	820 SA-18
16. Hoxeng, Jim	R&D/ED	5-4490	609 SA18
17. Jackson, C.	R&D/UC	5-4005	309 SA-18
18. Jackson, Wendy	R&D/R	5-5483	320 SA-18
19. Jhirad, David	R&D/EIN	5-4047	508 SA-18
20. Johnson, Nancy	R&D/R	5-4546	320 SA-18
21. Jordan, Christina	TFG (GENESYS)	(202) 775-9680	
22. Kaiser, Joyce	R&D/OIT	5-4147	201 SA-16

23.Kellermann, Tom	R&D/PO/AE	5-4156	311a SA-18
24.Kiser, Carolyn	R&D/EIN	7-4091	508 SA-18
25.Langmaid, Brad	DAA/R&D	7-4322	4942 NS
26.Lijewski, Edward	R&D/AG/EP SA	5-4266	406H SA-18
27.Maguire, Elizabeth	R&D/POP	5-4505	711 SA-18
28.Miner, William R.	University Center	3-2584	680 SA-2
29.Peterson, Pat	R&D/AG	5-4300	409 SA-18
30.Pettigrew, Genease	R&D/H	5-4632	709 SA-18
31.Philley, Mike	R&D/ENR	5-4058	509d SA-18
32.Rea, Sam	R&D/ED	5-4700	609g SA-18
33.Seifman, Richard	R&D/N	5-4003	411 SA-18
34.Steele, Gloria D.	R&D/EID/RAD	5-4567	608 SA-18
35.Toth, Shirley A.	R&D/EIN	7-4057	508 SA-18
36.Wagner, Krystn	R&D/H/AIDS	5-4494	609 SA-18