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Final Report

CONCEPTS, TOOLS AND APPLICATIONS
FOR
CONSIDERING GENDER IN DEVELOPMENT
A Report on Workshops Conducted
for USAID/Kampala
February - March, 1992

Presented By:
GENESYS

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Prepared for:
Office of Women in Development
Bureau for Research and Development
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Presented by:

**Ed Comstock
Virginia Hubbs**

June 5, 1992

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Table of Contents

Glossary of Acronyms	i
I. EXECUTIVE SUMMARY	1
II. WORKSHOP OVERVIEW, FINDINGS AND RECOMMENDATIONS	2
A. Overview	2
B. Findings and Recommendations	3
1. Key WID and Gender Consideration Issues Related to USAID/Kampala	3
2. Opportunities and Constraints	4
3. Summary of "Next Steps"	4
Appendix A	7
Appendix B	10

Glossary of Acronyms

ACFODE	Action for Development
A.I.D.	Agency for International Development
APE	Action Plan for the Environment
EPADU	Export Policy Analysis and Development Unit
FIDA	Association of Women Lawyers
GENESYS	Gender in Economic and Social Systems Project
GIF	Gender Information Framework
NGO	Non Governmental Organization
R&D	Bureau for Research and Development
USAID	United States Agency for International Development
WID	Women in Development

I. EXECUTIVE SUMMARY

As part of an on-going series of activities designed to enable USAID/Kampala to more fully incorporate gender considerations in its program and projects, GENESYS trainers Ed Comstock and Virginia Hubbs conducted three two-day workshops in Entebbe, Uganda, February 23 - March 3, 1992.

The expressed purpose of the workshops was principally one of "levelling the playing field." In this regard, the trainers attempted to bring Mission staff and project and host agency counterparts to a similar and shared understanding of what gender issues are with respect to USAID/Kampala's development initiatives and how to more fully address these issues.

Participants indicated they were especially pleased with what they had learned about gender issues in Uganda and the concepts of gender analysis. To consolidate the workshop successes, some additional follow-on work is needed. Specifically,

- the establishment of a WID Committee. This action takes immediate advantage of the current enthusiasm r.e. women in development;
- training for the WID Committee. Such a training should focus on organizational skills required to forward the Mission WID agenda, responsibility charting, specific functional skills (i.e., considering gender in project implementation, monitoring and evaluation), and document review guidance and practice;
- sector or issue specific (e.g., AIDS) training be held. This would effectively infuse current enthusiasm for and understanding of gender issues into specific USAID/Kampala initiatives.

In terms of process, the key issue for the Mission is how to maintain the momentum generated by the training. The clearest statement of this came from a participant who attended a "WID Workshop" at another posting several years ago. After the Entebbe training she commented with a wry smile, "We really need to keep going to these workshops. Somehow in day-to-day life we forget women."

II. WORKSHOP OVERVIEW, FINDINGS AND RECOMMENDATIONS

A. Overview

The goal of the workshops was to support the institutionalization and integration of gender analysis in USAID/Kampala's development programs and projects in Uganda. Specific objectives were to assist workshop participants to:

- understand A.I.D.'s current views and priorities with respect to gender considerations and their impact on development;
- gain a greater appreciation of the importance of including gender considerations in their work in Uganda;
- learn and practice the basic skills of gender analysis;
- identify gender-related constraints and opportunities in specific programs and projects; and,
- develop and present strategies for integrating gender as a variable in their work (action planning).

Participants at the workshops included USAID Direct Hire staff; Foreign Service Nationals; Personal Service Contractors working for USAID/Kampala; U.S. contract staff, government counterparts, and NGO counterparts on A.I.D.-funded projects; and a few selected Ugandans with whom the Mission works on a formal or informal basis¹. Each of the Mission's three senior officers -- Director Keith Sherper, Deputy Director Stephen Ryner, and Supervisory Program Officer Norman Olsen -- attended a complete workshop.

The workshops began by describing the context in which A.I.D. considers gender issues, including a short historical review of "women in development" in the Agency, and a brief summary of the current policies, legislation, and program emphases of A.I.D.'s Office of Women in Development. The A.I.D. discussion was followed by a panel of Ugandans who presented information on socio-cultural, legal, and economic factors affecting men's and women's roles and responsibilities in Uganda.

Training in gender analysis and its applications -- the main feature of the workshops -- was divided into three components. The first was a presentation on the process, rationale and potential impact of gender analysis as described in the Gender

¹See Appendix A, List of Participants

Information Framework. The second component was small group practice of gender analysis using the Babundadzi case. The third component was a second session in gender analysis, this time with "live" or real, on-going projects funded or planned by USAID/Kampala.

In a presentation specific to these workshops at the request of the Mission, participants were given information on how to write an effective scope of work (SOW) and why, how and where gender issues might be incorporated therein. Participants then drew upon their recommendations from the morning's work with gender analysis to write a gender sensitive scope of work.

Each workshop closed with an exercise in action planning. This component began with individual action planning, in which a simple model for action planning was presented. Participants were invited to develop a plan to take their workshop learnings and apply them to their own work. Individual planning was followed by a short plenary brainstorming session in which participants suggested activities and terms of reference for the USAID/Kampala WID Committee.

B. Findings and Recommendations

1. Key WID and Gender Consideration Issues Related to USAID/Kampala

On a substantive, program level, key issues to be considered include:

Gender issues in agribusiness

Much of the Mission's portfolio concerns the development of agribusiness. Most larger agricultural enterprises are owned and managed by men, but the bulk of the work is carried out by women. The Mission is seeking ways to ensure that women benefit from these programs and are not inadvertently disadvantaged by them.

Democracy and Governance

A new area of activity for USAID/Kampala, it is politically and culturally sensitive. Identifying ways in which the Mission can assist Ugandan women to more fully participate in their country's governance will be a challenge. It is also an opportunity for USAID/Kampala to try innovative approaches in this area and break new ground for the Agency.

AIDS

Gender issues are especially significant for programs concerned with reducing the spread of AIDS in Uganda. Asymmetric rights and obligations among men and women often render women virtually powerless to refuse their partners sexually.

Therefore, the AIDS message, delivery system, and program impact assessment need to be gender-disaggregated. Again, this will be a challenge and an opportunity for the Mission.

2. Opportunities and Constraints

Opportunities

The workshops generated enthusiasm and greater understanding of the importance of considering gender issues not just within the Mission, but among counterparts as well.

For many who had some notion that gender was important in agriculture, the workshop increased their awareness of the need to consider gender issues in "new" areas such as AIDS and democracy and governance.

Further, it is well recognized that Uganda's President Museveni is a strong supporter of women's inclusion into Uganda's economic and social development. This is an opportunity paralleled in few other countries in the world.

Constraints

The biggest constraint is that Uganda is a very busy Mission. Maintaining individual momentum when there are cables to respond to, statistics to generate, and Congressional inquiries to answer will require some determination and consistent attention to the issue.

3. Summary of "Next Steps"

The first steps toward increasing USAID/Kampala's efforts to more fully consider gender in development have been taken by the Mission, and they are good ones; but what has been thus far required is not necessarily sufficient. Workshops of the sort just concluded do raise consciousness and create excitement with regard to gender as a variable in development. However, many of the participants will lose this "edge" over time unless the Mission continues to pursue the integration of gender concerns in its program and projects. Several follow-up actions are recommended to accomplish this.

- First, the establishment and activation of a WID Committee. This action takes immediate advantage of the current enthusiasm r.e. women in development; and the participant-generated WID Committee action plans and guidance from R&D/WID can be applied in setting the initial task parameters for this Committee.

- **Second, it is suggested that the Mission sponsor a training for the WID Committee. Such a training should focus on organizational skills required to forward the Mission WID agenda, responsibility charting, specific functional skills (i.e., considering gender in project implementation, monitoring and evaluation), and document review guidance and practice.**
- **Third, it is recommended that a sector- or issue-specific (e.g., AIDS) training also be held. This would effectively infuse current enthusiasm for and understanding of gender issues into specific USAID/Kampala initiatives.**

An inherent disadvantage of a two-day "core" gender analysis training is its incapacity to treat all elements of the project cycle. Elements critical to project success -- i.e., project implementation, data collection and analysis, monitoring and evaluation -- do not get deserved attention. There are several ways to redress this, as follows.

- **First, the Mission should develop an "in-house" technical assistance capacity to systematically address these issues. The WID Committee would be an excellent vehicle for this, and a training for the Committee could be designed and conducted specific to these needs.**
- **Second, the Mission should sponsor follow-on project specific training to explore these elements in depth. This training could be an amalgamation of the traditional workshop and "in-basket" technical assistance designed to meet the "real time" needs of a chosen project or issue. Nothing promotes an issue more successfully than its effective application. The workshops began this process, but more intensive and extensive application of the relevant concepts to critical project elements is recommended to ensure that gender considerations become "routine."**
- **Third, scopes of work for consultants participating in these project cycle elements can be written so as to specify gender as an issue, and to insist that gender considerations skills be transferred to project managers and staff as a condition of the deliverables.**
- **Finally, outside technical assistance can be contracted to provide project-specific help on these elements.**

AIDS prevention and control is perhaps the most fundamental issue facing Uganda today. Truly a cross-cutting issue, the extent to which Uganda is successful in meeting the challenge of AIDS will determine the nation's success in all development sectors. The debilitating influence of AIDS on the productive sectors of the Ugandan economy, its pervasive absorption of social sector resources and its ultimately degrading effects on the national capacity to build and sustain democratic institutions (disasters of all sorts create powerful authoritarian tendencies), all argue that this is an issue requiring full and deliberate attention. In this context, it was clear from the workshops that AIDS projects in Uganda are only beginning to understand how to effectively apply prevention and control technologies, and that a profound gender role and responsibility vacuum exists regarding the dissemination of appropriate technologies. There appears an important need for further training and technical assistance in this area of concern, perhaps beginning with a full-blown gender specific stakeholders analysis of the issue. We don't mean to degrade the efforts that have thus far been made, for they have been significant in the face of the epidemic; but rather suggest that these efforts can be considerably enhanced if the issue is addressed from a gender and cross-sectoral perspective.

Finally, it is recommended that all opportunities be created (or taken advantage of) to bring Americans and Ugandans together in fora that allow a full and equitable exchange of ideas. The WID Committee could accept this task, planning and conducting regular colloquia for people to explore select themes relevant to the A.I.D./Uganda context.

Appendix A

List of Participants

Workshop 1: February 24 and 25, 1992

1.	Bukombi,	Shem	EIL
2.	Dumba,	Francis	USAID
3.	Eriksmoen,	Duane	USAID
4.	Jova,	Nkusi	UCA
5.	Kadaga,	Rebecca	National Resistance Council
6.	Kalyowa,	Samuel	USAID
7.	Komakech,	Bruno	USAID
8.	Marum,	Elizabeth	CDC/USAID
9.	Mpanga,	Joyce	NRC
10.	Mwaka,	Victoria	Makerere University
11.	Naamara,	Warren	Ministry of Health
12.	Nansubuga,	Mary	
13.	Ochieng,	Erisa	EPADU
14.	Olsen,	Betsy Ann	USAID
15.	Phillips,	Robin	USAID
16.	Puckett,	David	USAID
17.	Rosner,	Lee	EIL
18.	Ryner,	Stephen	USAID
19.	Wanyenze,	Hellen	USAID

Workshop 2: February 27 and 28, 1992

1.	Achurobwe,	Christine	UPMA/SEATS
2.	Aluba,	Isaac	USAID
3.	Balina,	Charles	USAID
4.	Buffington,	Sandy	Mothercare
5.	Bwambale,	T. Justus	Rwenzori Mountains/WWF
6.	Calhoun,	Frank	USAID
7.	Damba,	Lydia	USAID
8.	Denton,	Guy	USAID
9.	Dunbar,	Marlene	USAID
10.	Frederickson,	Dennis	USAID
11.	Kasozi,	Patrick	USAID
12.	Kateregga,	Beatrice	Ministry of Commerce
13.	Kiggundu,	Rhemie	USAID
14.	Kisubi,	Wilson	USAID
15.	LaRosa,	Joan	USAID
16.	Maraka,	Emmanuel	TASO
17.	Muhanguzi,	Naomi	
18.	Muhato,	Wanjiku	USAID/REDSO/ECA
19.	Nantale,	Margaret	Bank of Uganda
20.	Olson,	Norman	USAID
21.	Opika Opoka,	Heltor	
22.	Otto,	Anne	Mothercare
23.	Ssali-Mukasa,	Peter	
24.	Wakhweja,	Jacqueline	USAID
25.	Walker,	Hernalee	Armtrades
26.	Wayamunno,	Clare	Bank of Uganda

Workshop 3: March 2 and 3, 1992

1.	Agard,	Albert	USAID
2.	Amann,	Victor	ACDI
3.	Bagalaaliwo,	Sarah	FIDA
4.	Byakutaga,	Shirley	U.S. Peace Corps
5.	Byarugaba,	David	UNICEF/Uganda
6.	Carolus,	Carol	USAID
7.	Egunyu,	Felicitas	Kibale Forest Tree Planting Project
8.	Flowers,	Elizabeth	U.S. Peace Corps
9.	Hjelt,	Christine	USAID
10.	Ibanda,	Sam	APCP/EIL
11.	Kaboggoza,	Musoke	USAID
12.	Kasiryе,	Francis	
13.	Kasolo,	Josephine	SafeMotherhood Initiative
14.	Kibuka,	Matthias	USAID
15.	Matembe,	Miria	ACFODE
16.	Mugerwa,	John	Makerere University
17.	Mukasa,	Marcella	USAID
18.	Munyagwa,	Rashid	Islamic Medical Association
19.	Muwonge,	Regina	USAID
20.	Muwonge,	Rehma	USAID
21.	Obasoni,	Milton	USAID
22.	Ojacor,	Faustine	Ministry of Agriculture
23.	Olpa,	John	
24.	Perry,	Bernice	UNDP
25.	Riyamay,	Anne	USAID
26.	Rwakagiri,	Francis	Federation of Ugandan Employers
27.	Sempebwa,	Christina	CARE International
28.	Sherper,	Keith	USAID
29.	Taylor,	Fenella	Media Consultants United
30.	Tokar,	Matt	USAID
31.	Tukwasubwe,	Emmanuel	AIDS Information Centre
32.	Wandira-Kazibwe,	Speciosa	
33.	Waniala,	Nimrod	
34.	Wise,	Holly	USAID

Appendix B

Workshop Evaluation

The final workshop evaluation was a three page open-ended questionnaire about the effectiveness of workshop materials, design, presentations, trainers, and other important factors. The evaluations were very positive, and representative comments include:

"It was a great revelation on how important it is to involve women in our projects."

"The Gender Analysis framework will be extremely valuable. A set of guidelines to apply to whole projects and daily work. GIF will be used for next project design activity."

"Created a need to conduct similar workshops for TASO staff and clients in order to discuss and make recommendations to address gender issues in the control of AIDS."

"I thought I already knew it all and probably still do think that. But you did a great job of sensitizing me and giving me a better framework with which to evaluate and proceed in the future."

"Though sceptical of the usefulness of the training for my work yesterday morning I now feel that the time spent here was worthwhile and will be very helpful in my project here in Uganda and in any other job that I undertake."

"It was very useful for me to hear the perspectives of the Ugandans on...women's issues and how they relate to our projects."