

PN-139-953

**FINAL REPORT**

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**RESEARCH & DEVELOPMENT BUREAU WORKSHOP**

**ON**

**INCORPORATING GENDER CONSIDERATIONS**

**INTO PROJECT PLANNING**

**Washington, D.C.  
December 4 and 7, 1992**

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**GENESYS**

PN-ABQ-953

Final Report

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ON  
INCORPORATING GENDER CONSIDERATIONS  
INTO PROJECT PLANNING**

**Washington, D.C.  
December 4 and 7, 1992**

**Prepared by: Management Systems International  
Prepared for: A.I.D./WID and A.I.D./RD/PO**

## TABLE OF CONTENTS

<b>GLOSSARY OF ACRONYMS</b> .....	1
<b>I. EXECUTIVE SUMMARY</b> .....	2
<b>II. WORKSHOP OVERVIEW, FINDINGS AND RECOMMENDATIONS</b> ....	3
<b>A. OVERVIEW</b> .....	3
<b>B. FINDINGS &amp; RECOMMENDATIONS</b> .....	4
 <b>APPENDICES</b>	
<b>APPENDIX A: LIST OF PARTICIPANTS</b> .....	7
<b>APPENDIX B: LIST OF RESOURCE PERSONS</b> .....	9
<b>APPENDIX C: EVALUATION RESULTS</b> .....	10

## GLOSSARY OF ACRONYMS

AID	Agency for International Development
GENESYS	Gender in Economic and Social Systems
NRM	Natural Resource Management
PIO/T	Project Implementation Order/Technical Services
R&D	Bureau for Research & Development, Agency for International Development
R&D/WID	Office of Women in Development, R&D Bureau
R&D/AGR	Office of Agriculture, R&D Bureau
R&D/EID	Office of Economic and Institutional Development, R&D Bureau
R&D/ED	Office of Education, R&D Bureau
R&D/EIN	Office of Energy, R&D Bureau
R&D/ENR	Office of Environment and Natural Resources, R&D Bureau
R&D/H	Office of Health, R&D Bureau
R&D/OIT	Office of International Training, R&D Bureau
R&D/N	Office of Nutrition, R&D Bureau
R&D/POP	Office of Population, R&D Bureau
R&D/R	Office of Research, R&D Bureau
R&D/UC	Agency Center for University Cooperation in Development, R&D Bureau
WID	Women in Development
WIDAG	Women in Development Action Group

## I. EXECUTIVE SUMMARY

As part of an on-going series of activities sponsored by the Bureau for Research and Development's Women in Development Action Group (WIDAG), GENESYS Project staff and resource persons conducted two one-day workshops on incorporation of gender considerations into project planning with the Bureau. The overall purpose of the workshops was to strengthen R&D Bureau staff capacity to more fully integrate gender considerations in centrally funded project planning, implementation, monitoring and evaluation. A total of fifty-two persons representing twelve Bureau offices attended.

At the workshops, which differed only in the office sectors under consideration, the primary task of the day was discussions by office "teams" and a resource person of an office project/activity to:

- Explore key gender issues in the technical area and
- Assess how gender issues should be reflected in the document under discussion.

Working groups also developed ideas for office level WID Action Plans. In the plenary session that followed, participants brainstormed issues and/or recommendations for a Bureau-wide WID Action Plan.

Participants in both workshops were especially pleased with the small group discussions and the interaction with the group resource persons. To consolidate the workshop successes, participants proposed follow-on work, including:

- A review of proposed office level WID Action Plans to identify similarities, actions that might better be pursued at the Bureau level, and possible areas of conflict
- Contractor training as a means to better projects
- Maintaining a forum for information exchange to avoid "re-inventing the wheel," and to strengthen programming generally
- Identification of mechanisms that enable individual offices to get timely access to assistance/resources on more fully incorporating gender considerations in their work and
- Continued recognition of the complexity of the issues; that is the need to focus on relational aspects of "gender issues" as well as the traditional "WID" issues, while addressing empowerment concerns.

Finally, several participants mentioned that for them the purpose and impact of the workshop could be characterized by the word renewal: the workshop was an opportunity to bring attention back to the importance of considering gender issues in the Bureau's projects and programs.

## **II. WORKSHOP OVERVIEW, FINDINGS AND RECOMMENDATIONS**

### **A. WORKSHOP OVERVIEW**

This workshop, conducted on two dates (December 4 and then again on December 7) to enable wider participation, was the sixth in a continuing series of activities carried out by GENESYS with the R&D Bureau's Women in Development Action Group (WIDAG). The workshop goal was to strengthen R&D Bureau project staff capacity to more fully integrate gender considerations in centrally funded project planning, implementation, monitoring and evaluation. Specific objectives were to assist workshop participants to:

- Gain a greater understanding of the importance of including gender considerations in the R&D Bureau programs and projects
- Learn and practice skills for integrating gender considerations into the Bureau's projects
- Develop general principles for assuring the optimal degree of attention to gender in project proposals, designs, scopes of work and workplans
- Increase support and commitment to integrating gender/WID considerations into office-level WID strategies in line with current efforts to develop a comprehensive Bureau WID strategic plan

In total, fifty-two persons representing twelve Bureau offices attended the workshops. Opening remarks were provided by Richard Bissell, Assistant Administrator, and Katherine Blakeslee, Senior Policy Advisor, both of the R&D Bureau, on December 4 and 7 respectively. The workshop was divided into three major working segments:

- A plenary session provided some common understanding of gender/WID issues among the participants, who had significantly different levels of experience in this area. This brief session, a "gender refresher" rather than a first introduction to gender issues, was centered around the video, "The Jamaica Women's Construction Collective." The discussion following the video elicited some of the significant constraints to and opportunities for including women in development projects. A continuing

issue remains, concerning how to provide a framework for discussion among individuals with very diverse backgrounds and experience in gender considerations. This initial plenary session video was designed to provide some kind of levelling of the playing field and due to inavailability of other videos, served its purpose well for now. It is recommended that two new videos be commissioned: one providing general information in some detail; and a second one that is shorter and could serve as a "gender refresher."

Shifting from the project to the policy level, Rosalie Huisinga Norem, Advisor for Natural Resource Management in the R & D/WID Office, presented a model designed to illustrate the linkages between macro level programs and people level impacts.

- Small group discussions by office "teams" discussed a current or previous office project/activity as a mechanism to explore key gender issues in the office's technical area. Working with a resource person throughout the discussion, the office teams also assessed where gender issues should be reflected in the document (eg. Project Paper, Workplan) under discussion. From this discussion, participants (still in their working groups) then developed ideas for office level WID action plans. This office team work group process comprised the largest segment of the day.
- In plenary session, office teams presented findings and recommendations from their small group work. This provided a mechanism for information exchange about office projects/activities, gender considerations in the technical area, and ideas for office-level WID Action plans. The office team presentations were followed by a brief discussion that drew conclusions from the day's work about issues for the Bureau's WID Action Plan.

## **B. FINDINGS AND RECOMMENDATIONS**

### **1. Key WID and Gender Considerations Related to the Bureau for Research & Development**

Office team group discussions resulted in an array of products ranging from revised project identification documents to more gender-aware scopes of work to project annual workplans that included consideration of gender throughout the planned activities. Participants took note of these for presentation and discussion with their colleagues in their individual offices. Bureau-level findings and conclusions from the two workshops are presented below.

### Next Steps: Suggested WID/Gender Activities for the R&D Bureau

- A review of proposed office level WID Action Plans should be undertaken to identify similarities, actions that might better be pursued at the Bureau level, and possible areas of conflict.

In a similar vein, it was suggested that issues identified in office level discussion about including women professionals in training and research should be generalized to the Bureau level.

- Contractor training, not as an end in itself but as a means to better projects, should be instituted. There was some discussion about the value of using certification of contractors as an indicator of the contracting firm's gender awareness; however, no agreement was reached.
- The R&D Bureau should maintain a forum for information exchange to avoid "re-inventing the wheel," and to strengthen programming generally. Participants, pleased with the opportunity to hear about the activities of other offices, expressed interest in maintaining the information exchange process.
- Mechanisms that enable individual offices to get timely access to assistance/resources on more fully incorporating gender considerations in their work should be identified.
- The Bureau should develop other measures for assessing progress on including gender considerations in its programming and for measuring impact (indicators). In this regard, it was noted that because the program is worldwide, identifying such measures will be very difficult.

Finally, it should be noted that several participants indicated that consideration should be given as to how the Bureau should "make the case" for research's role in supporting the field's needs.

### Approaches to Consideration of WID/Gender Issues

- As programs and projects are designed, there is a need for continued recognition of the complexity of the WID/gender issues. It is important to distinguish between "WID" and "gender". "Gender" considers the respective and multiples roles of men and women and how both these are interdependent and subject to change, as opposed to "WID" which focuses on women only? For example, data on girls' education will not be very helpful if no comparable data on boys' education is available.

- Bureau-level (versus sector-level) strategies should be developed for empowering women, so that gender imbalances can be addressed by themselves.
- Health, population and nutrition sector projects should be aware that women are not just a vehicle for improving others' (e.g., children's) lives. Women should be explicitly targeted as beneficiaries for themselves.
- The Bureau should be more introspective about its own mandate for using science and technology to solve problems. Men and women often approach problems differently; that is, men more frequently suggest technological solutions to problems, while women might take another approach that is more relational.

## 2. Opportunities and Constraints

### Opportunities

The workshop generated a feeling of renewal among those who are concerned about gender issues. This sense of renewal presents an opportunity to further the completion and implementation of the Bureau and office-level WID Action Plans.

### Constraints

The biggest constraint is lack of time to fully address gender issues in the face of multiples demands on staff time.

## 3. Summary

The workshop was designed as a problem solving activity: how to incorporate gender considerations more fully into specific projects, programs, workplans, office level WID Action Plans and the Bureau's WID Action Plans. Due to and despite wide diversity in participant experience and knowledge about gender issues, the workshop enabled enthusiastic discussion between and across offices, technical specialties, and job responsibilities. It provided time to focus on a critical variable in development. Participants were especially pleased with their small group discussions and the interaction with their resource persons.

## APPENDIX A

### LIST OF PARTICIPANTS

PARTICIPANTS	R & D OFFICE
1. Alejandro, Frank	RD/PO
2. Anthony, Susan	RD/N
3. Baum, Ken	RD/ENR
4. Beebe, Maria	RD/ENR
5. Beebe, John	RD/Ag
6. Bekele, Patricia	RD/OIT
7. Bittner, Gary	RD/UC
8. Brooks, Ethel	RD/OIT
9. Brown, Peggy	RD/Research
10. Burgoff, Ans	RD/EID
11. Carter, Lark	RD/UC
12. Castro, Roberto	RD/EID
13. Cohen, Monique	RD/Family Initiative
14. Colwell, Brenda	RD/N
15. Crowley, John	RD/Pop
16. Finley, Fern	RD/PO
17. Gil, Tej	RD/Ag
18. Griffith, Gwen	RD/Research
19. Hartik, Harvey	RD/Ag
20. Hartjens, Peter	RD/OIT
21. Hong, Sawong	RD/Pop
22. Hoxeng, Jim	RD/Ed
23. Jackson, Wendy	RD/Research
24. Jennings, Rebecca	RD/Research
25. Kahn, Sam	RD/N

26. Kellerman, Tom	RD/PO
27. Kinney, Gary	RD/EID
28. Lawrence, Earle	RD/Pop
29. Lyvers, Ken	RD/Ag
30. Mehen, Tom	RD/EID
31. Method, Frank	RD/Ed
32. Meyer, Ray	RD/Ag
33. Meyers, Tony	RD/Ed
34. Michels, Kathy	RD/Research
35. Noren, Craig	RD/PO
36. Padgett, Linda	RD/Health
37. Pettigrew, Genease	RD/Health
38. Philley, Mike	RD/ENR
39. Pierstoff, Carol	RD/Energy
40. Pumphrey, Ross	RD/Energy
41. Raphael, Ron	RD/OIT
42. Rea, Sam	RD/PO
43. Rechcigl, Mike	RD/Research
44. Schoenacker, Elizabeth	RD/Pop
45. Smith, Valerie	RD/UC
46. Standrod, Garland	RD/PO
47. Thompson, Leola	RD/PO
48. Thompson, Kathy	RD/N
49. Trilivas, Ioanna	RD/Health
50. Welzenbach, Johanna	RD/ENR
51. White, Mike	RD/Health
52. Young, Sheila	RD/Energy

## APPENDIX B

### LIST OF RESOURCE PERSONS

RESOURCE PERSONS	SECTOR/OFFICE GROUP
1. Ed Comstock	Energy; Democracy (EID)
2. Ron Grosz	Office of International Training
3. Lawrence Haddad	Nutrition
4. Virginia Lambert	Land Tenure (EID), Agriculture
5. Lee Martinez	Democracy (EID)
6. Rosalie Huisinga Norem	Environment, Research
7. Pietronella van den Oever	Population
8. Christina Rawley	Education
9. Anna Webb	Health

## APPENDIX C

### EVALUATION RESULTS

At the conclusion of the meeting, participants were asked to perform a "post-it" evaluation of the meeting. Each participant was given a post-it note and asked to record comments about the workshop on the note and place it on one of four columns on a flipchart: "very good," "good," "fair," "poor" or "very poor."

Of the fourteen respondents in the first workshop, seven gave a rating of good or very good while three rated it poor or very poor. Similarly, in the second workshop, seven of the eighteen respondents rated the workshop good or very good and an additional five gave a fair to good rating while two felt the workshop was poor or very poor.