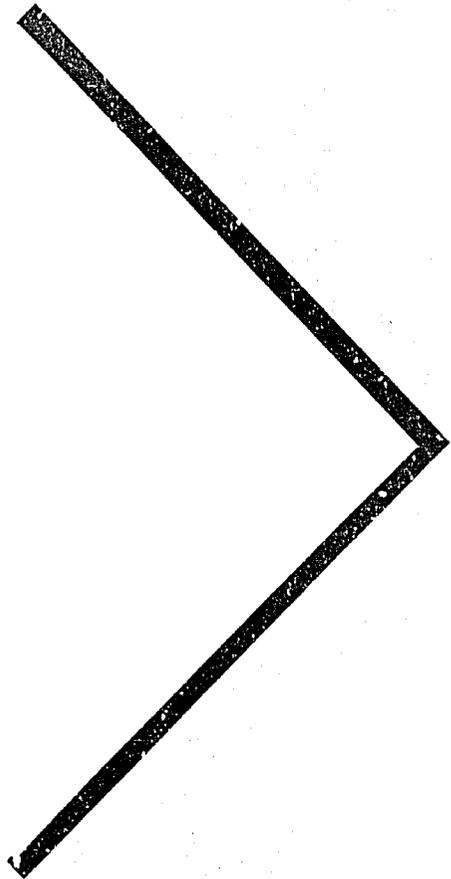


# GENESYS



THE  
FUTURES  
GROUP

P.N - ABS-608

**FEMNET**  
**Gender Training Team**  
**Assessment and Evaluation Workshop**

March 13-18, 1993  
Mombassa, Kenya

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## **I. Executive Summary**

The African Women's Development and Communication Network (FEMNET) conducts Gender Responsive Planning and Programming Sensitisation workshops for governmental and nongovernmental organizations in Kenya. Demand for these workshops has increased within Kenya and among neighboring countries, creating a need to expand and strengthen the Gender Sensitisation Training (GST) team. As a first step, the GST decided to take stock of what has been accomplished so far, with the aim of strengthening the gender workshops and conducting further training of trainers to meet the new needs. Requested by USAID/Kenya to assist the GST in this process, a R&D/WID-GENESYS team facilitated a 3-day workshop for 27 participants -- 24 affiliated with the GST, and 3 from USAID.

The workshop had two major components: 1) a self-assessment, in which participants presented their views on the Gender Sensitisation Training and FEMNET in terms of objectives, strategies, strengths, weaknesses, external threats and opportunities; and 2) planning, during which participants framed a strategic plan with a hierarchy of objectives from the material developed during the assessment. The workshop also provided an opportunity for team building, networking among the participants, and exchange of information about gender training between the workshop participants and facilitators.

The R&D/WID-GENESYS facilitators found the GST team to be committed, skillful, and experienced gender trainers who represent a significant resource for USAID/Kenya. As a result of the workshop, the GST has a stronger sense of itself as a team, an understanding of what needs to be done to strengthen the training program, and the beginnings of a plan to do so. The plan includes both programmatic and administrative objectives such as the development of new training materials, further training of trainers, and an expansion of the funding base. Concrete organizational development activities to be undertaken include production of a monthly bulletin to increase communication among trainers and the establishment of a documentation center to receive and make accessible to trainers materials on gender issues.

For its part, the R&D/WID-GENESYS team has recommended that USAID/Kenya take advantage of the GST for training and gender analysis of program and project activities. This process would be helped by the development of an active mentoring relationship between the Mission and FEMNET, beginning with activities to increase FEMNET's understanding of USAID procedures and culture. This would greatly increase the effectiveness of FEMNET consultancies to the Mission. It is also recommended that FEMNET services be used initially by including one or more GST team trainers in gender training and/or technical assistance activities in the Mission or the region. Further, the R&D/WID-GENESYS team recommends that the Mission provide institutional strengthening assistance to FEMNET to facilitate the development of a partnership relationship between them.

## II. Overview

Since 1991, the African Women's Development and Communication Network (FEMNET) has developed and carried out Gender Responsive Planning and Programming Sensitisation workshops for governmental and nongovernmental organizations in Kenya. The demand for these workshops has increased within Kenya and among neighboring countries, creating a need for expansion of the Gender Sensitisation Training (GST) team and building additional capacity to take on this expanded role. First, however, it was felt necessary to take stock of what has been accomplished so far, with the aim of strengthening the gender workshops and conducting further training of trainers to meet the new needs. R&D/WID-GENESYS was asked by USAID/Kenya to work with the GST in this process.

The goal of the workshop was to strengthen FEMNET's Gender Responsive Planning and Programming Sensitisation training. The objectives were to...

- assess the training capacity of the FEMNET Gender Training Team
- review the training models and methods the GST has used, and evaluate their contribution to gender responsive training
- identify and begin to address the training skills needs of the Team
- map out directions for the future of FEMNET's Gender Responsive Planning and Programming Sensitisation training

The workshop, in fact the first opportunity that the GST had to meet together, was attended by 27 persons, including 24 affiliated with the GST, and 3 from USAID.<sup>1</sup> It had two major components: 1) assessment and 2) planning.<sup>2</sup> In the assessment phase, essentially a process of self-evaluation, participants worked in focus groups first to individually present their views on the Gender Sensitisation Training and FEMNET in terms of objectives, strategies, strengths, weaknesses, external threats and opportunities. (Focus group members asked only clarifying questions at this point, not challenging questions or critical remarks.) This approach was used to ensure an open atmosphere for free expression of concerns and ideas. The groups then identified areas of agreement, disagreement, and/or uncertainty from among the individual views expressed by the GST. The result was a shared view (or construct) of the GST that was used as a basis for the planning component.<sup>3</sup>

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<sup>1</sup>Please see Appendix A for the Participant List.

<sup>2</sup>The full workshop agenda is included as Appendix B.

<sup>3</sup>This approach was adapted from Fourth Generation Evaluation, by Egon Guba and Yvonna Lincoln. It was selected because it is collaborative rather than confrontational. It helps the stakeholders (in this case members of the GST team, potential trainers, and representatives of other groups -- such as organizations that had received GST training, funding sources, and the R&D/WID-GENESYS team) construct a shared reality about their program and begin to negotiate solutions to issues through a collaborative process. It was also a method which did not rely on external

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In the planning phase, participants began by reframing the views on which focus groups had found consensus into objectives or actions, consolidating similar objectives and grouping them into accomplishments or impacts (output objectives). Participants then worked in small groups on issues around which questions or disagreements remained. These included issues related to administrative systems and procedures, program materials and methodologies, certain aspects of FEMNET's underlying philosophical approach, and the development of a program to provide technical assistance on gender issues to governmental and nongovernmental organizations. Working groups reframed issues in these categories, too, into objectives. As objectives were developed, they were added to an "objective tree," which was posted on a wall of the workshop room.

Selecting from these objectives (in effect creating a hierarchy of objectives) individuals and small groups developed actions (tasks and resources) necessary to achieve the objectives. These were presented and added to the "objective tree" which, in its final form, represented the GST's strategic plan. As a final step, participants developed individual action plans, based for the most part on objectives from the strategic plan.

In summary, the workshop began with an assessment to elicit participant's views on the GST team's accomplishments and concerns in order to come to consensus on FEMNET's view of its strengths and weaknesses (its view of itself). Information yielded by this process was then used to develop a strategic plan for strengthening and expanding the gender sensitisation training program. A visual representation of this plan can be found in Appendix C.

The workshop also included daily post-workshop activities such as an "audio-visual fair," during which participants viewed video tapes and slide shows used by R&D/WID-GENESYS; presentations by the R&D/WID-GENESYS team on Stakeholder Analysis, the Gender Information Framework, the Experiential Learning Cycle, and Strategic Planning; and a demonstration of computer graphics. And last, but certainly not least, the workshop also provided an opportunity for team building, networking among the participants, and exchange of information about gender training between the workshop participants and facilitators.

Participant evaluations of the workshop were extremely positive. They were especially pleased with the process that enabled everyone to speak -- trainers, participants, USAID representatives - - and negotiate differences slowly and when all views had been heard. They found the very participatory process energizing and productive. Participants appreciated the wide variety of resource materials made available throughout the workshop, and the exposure to the analytical and planning methodologies presented in the optional sessions at the end of each day.

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experts. This was important because, while the R&D/WID-GENESYS team was able to observe one day of a FEMNET gender training workshop, we did not have sufficient time for an in-depth assessment.

### III. Findings and Recommendations

As a result of the workshop, the GST has a stronger sense of itself as a team, with a feeling of ownership and membership among its participants. It also has a greater awareness of alternative training methods and tools, as well as a larger audio-visual and information resource library. The GST has the beginnings of a strategic plan to strengthen the training program, which includes both programmatic and administrative objectives and activities. These range from materials development and adaptation to further training of trainers to an expansion of the funding base. Concrete organizational development activities to be undertaken include production of a monthly bulletin to increase communication among trainers and the establishment of a documentation center to receive and make accessible to trainers materials on gender issues.

The GST team is composed of committed, skillful, and experienced gender trainers who represent a significant resource for USAID/Kenya. They have developed an approach to gender training that is innovative in several areas and which is also designed for maximum spread effect. For example, their training design includes a section on "the social construction of gender." In this section, GST team facilitators work with participants to discover how gender roles and responsibilities (e.g., housebuilding, firewood collection, homemaking) often vary by ethnic group and/or culture. Socially "constructed," these roles are then not immutable, but can change as life circumstances change.

An innovative evaluation mechanism is also employed by the GST teams. Each morning, at the opening session, participants select two representatives who will provide feedback to the trainers/facilitators at the end of each day. Throughout the day, participants express their concerns and comments to these representatives who, at the end of the day, discuss them with the workshop trainers/facilitators. The representatives then report back to the participants the results of this discussion at the opening session the next morning, and two new representative are selected. We found this practice very useful, both as a mechanism to respond to participant concerns and to more fully understand the GST training team and its approach.

To expand its cadre of trainers, FEMNET has developed a very useful practice whereby they identify potential trainers from among workshop participants, who are then trained as trainers. Essentially volunteers (they receive a small honorarium per training), the trainers are thus able to work within their own organizations on gender issues, either by conducting training workshops or by calling attention to gender issues in the organization's day-to-day work.

These examples illustrate the quality and enthusiasm of the GST team, which can be a significant resource for USAID/Kenya, and other USAID missions in the region.

The GST team has grown from an idea in 1991 to an effective gender training organization. However, a few organizational systems and procedures needed to sustain effectiveness and broaden their range of services have yet to be put in place. Therefore, we recommend that a few actions be taken by USAID to assist FEMNET to consolidate and build on their many strengths, as follows:

- consider an institutional strengthening grant to FEMNET to increase its capacity to provide training and technical assistance;
- develop an active mentoring relationship between the Mission and FEMNET, beginning with activities to increase FEMNET's understanding of USAID procedures and culture, to increase the effectiveness of FEMNET consultancies to the Mission on gender issues in its work;
- begin using FEMNET services by including one or more GST team trainers in gender training and/or technical assistance activities in the Mission or the region.

## **Appendix A: Participant List**

Okumba Miruka	Freelance Journalist
Wanjiku Kabira	University of Nairobi
Masheti Masinjila	University of Nairobi
Miriam Gachago	DANIDA Mission
Rose Chege	UNICEF
Wanjiku Mbugua	Standard Newspapers
Leah Wanjama	Kenyatta University
Wanjuhi Kamau	Kenya Institute of Education
Edwin Nyutho	Kenya Institute of Education
Onchari Kenani	Ministry of Planning and National Development
Margaret Murage	District Development Institute, Embu
Moses Nyambok	CARE/Kenya
Rosemary Gitachu	Kenyatta University
Pauline W. Mahugu	University of Nairobi
Chrispine Utuoma	Kenya Institute of Mass Communication
David G. Kamau	Kenya Institute of Mass Communication
Oscar Beuttah	African Broadcasting Network
Mary Ngechu	University of Nairobi
Milcah Ong'ayo	Kenya Woodfuel and Agroforestry Programme
Moses Mbugua	Kenya Freedom from Hunger Council
Joshua Omuony	Ministry of Planning and National Development
Nimo Ali	USAID/Kenya
Naomi Gathirwa	Kenya Family Development Association
Elizabeth Martella	USAID/Kenya
Wanjiku Muhato	USAID/REDSO
Wangari Mwai	Maseno University College
Njogu Waita	Egerton University

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## **Appendix B: Agenda**

### Day 1

Opening Remarks

Introductions, expectations and workshop overview

Presentation of assessment process

- assessment: focus groups on participant views of the GST

Lunch

- assessment: participant poster review and synthesis in plenary

Reflections

Optional session

- audio-visual materials fair

Co-evaluation of day's work

### Day 2

Opening and announcements

- assessment: small group discussion to identify issues, areas of consensus and statements requiring clarification

Lunch

Strategic planning presentation

- strategic planning: framing objectives and actions from areas of consensus

Reflections

Optional session

- discussion of Gender Information Framework and Stakeholder Analysis

Co-evaluation of day's work

### Day 3

Opening and announcements

- strategic planning: small group discussion of remaining issues and questions; reframing these into objectives and actions

Individual and small group work on tasks to implement objectives and actions

Lunch

Plenary presentations

Reflections

Optional session

- discussion of Experiential Learning Cycle, Project Logframe Development, and computer capabilities

Co-evaluation of day's work

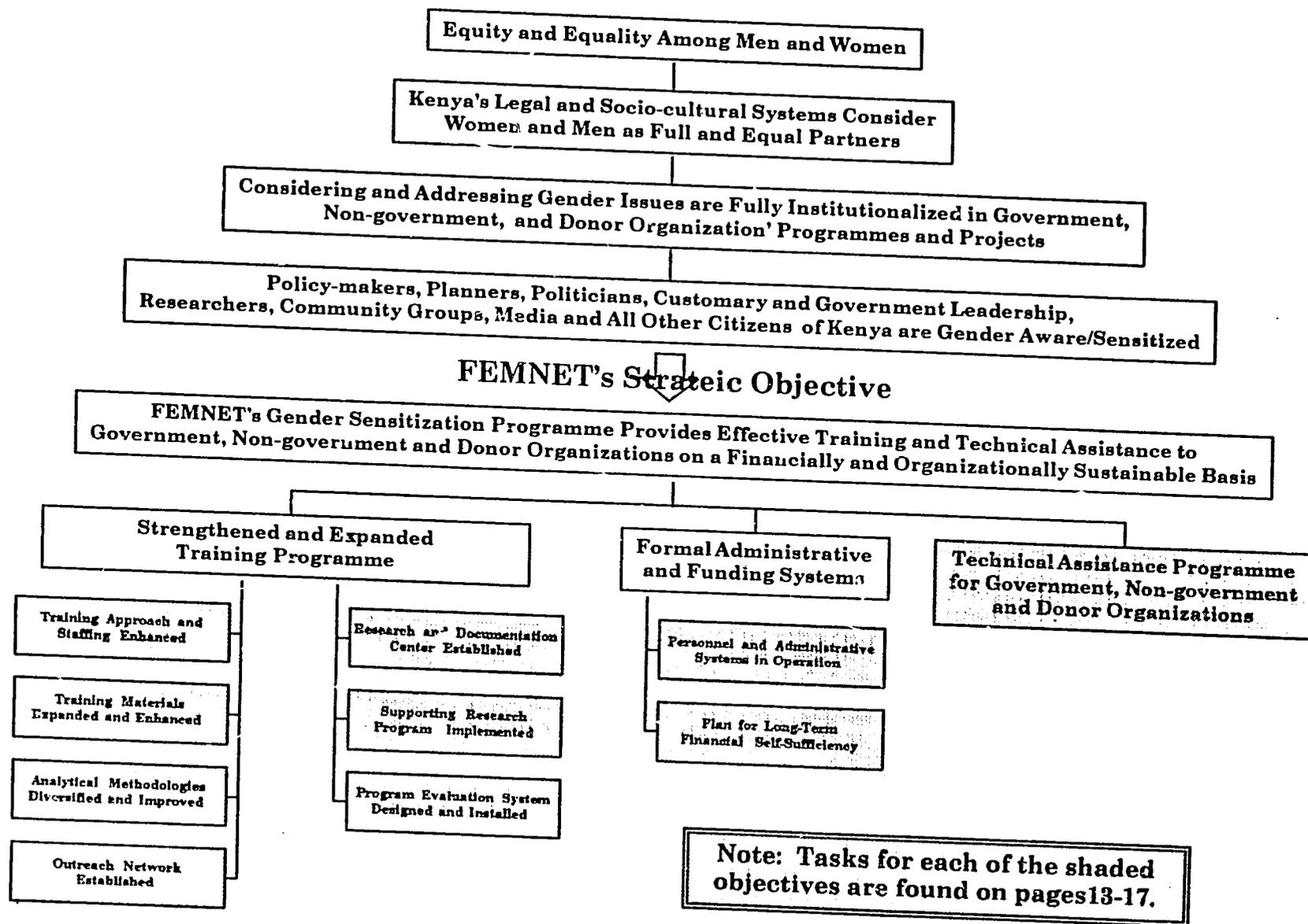
### Day 4

Opening and announcements

Individual action planning

Summary and closure

Evaluation



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**Output Objective**

**Training approach and staffing enhanced.**

***Tasks and Resources***

1. Develop more participatory training approaches and methodologies
2. Increase trainer skills in experiential, participatory training methodologies
3. Expand training team
4. Strengthen training of trainers (TOT) by expanding range of skills taught
5. Provide regular and systematic refresher courses for training team
6. Expose training team to international fora and exchange programs on gender issues
7. Design and implement trainer evaluation and impact assessment system
8. Identify colleges that offer formalized training on training, both short and long term
9. Identify potential resource persons for TOT's

**Output Objective**

**Training materials expanded and enhanced**

***Tasks and Resources***

1. Prepare new training materials that include...
  - ✓ case studies which are specific by sector, organization (e.g., ILO, UNDP), country, community, age/school level
  - ✓ case studies which document projects at the community, regional, and national levels
  - ✓ Note: cases should be available for diverse target audiences
2. Develop mechanism for and organize translation of materials into local languages
3. Edit existing (long) cases for clarity and applicability to needs of target populations
4. Transform cases for use with other media
5. Compile and assemble FEMNET GST Casebook, including local and foreign material
6. Establish mechanism for material production and reproduction

7. Develop local materials that use oral traditions, drama, narratives, song, video and films, posters
  - ✓ “Market Women” and “Men at Work” videos need documentation, localization, and translation
  - ✓ “Who Will Hang the Nappies” and “The Wedding” dramas need scripting, expansion, and performance
  - ✓ “Wangu Wa Maken” and “The Strong Woman” narratives need dramatization, video recording, and interviews
8. Collect profiles of women in “male” fields, males in “female” fields, achievers with male spouses
9. Develop stories and materials to counter negative folklore

Output Objective
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Analytical methodologies diversified and improved
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*Tasks and Resources*

1. Develop new, or adapt existing, gender analysis methodologies for diverse audiences and reflecting FEMNET values
2. Develop gender analysis methodologies that explore social construction of gender in culture and tradition

Output Objective
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Outreach network established
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*Tasks and Resources*

1. Develop system for regular exchange of information with other organizations having similar interests
  - ✓ identify organizations with similar interests, both national and international
  - ✓ prepare inventory of these organizations
  - ✓ share documents
  - ✓ respond to requests from these organizations for workshops, evaluations, meetings, seminars

- ✓ participate in other organizations' workshops at local, national, and international levels

**Output Objective**

Research and Documentation Center established to identify, obtain, and disseminate information to trainers and technical assistance consultants

**Tasks and Resources**

1. Identify potential sources of information among donors, governments, nongovernmental organizations
2. Establish center
  - ✓ identify requirements of center
  - ✓ identify site
  - ✓ identify staff skills needed
  - ✓ identify personnel
  - ✓ obtain furniture, equipment, audio visual hardware, supplies
  - ✓ organize information in accessible formats
  - ✓ develop information retrieval procedures

**Output Objective**

Supporting research program implemented

**Tasks and Resources**

1. Design and undertake a research program to support and strengthen training and technical assistance activities

**Output Objective**

Program evaluation system designed and installed

**Tasks and Resources**

1. Develop overall evaluation system and "feedback loop" into training and technical assistance design
2. Develop alternatives to present evaluation form

3. Develop system of post-workshop followup to assess training workshop impact on trainees and their organizations

Output Objective

Personnel and administrative systems in operation

*Tasks and Resources*

1. Increase staffing

- ✓ hire full-time coordinator
- ✓ hire assistants and secretaries

2. Develop management systems (as appropriate)

- ✓ develop policies and procedures on selection of trainers, skills upgrading, certification, evaluation of performance (individuals and teams), trainer honoraria, and benefits
- ✓ develop policies and assessment criteria for trainers reflecting GST values in training

3. Increase communication and coordination

- ✓ produce monthly bulletin on training and relevant FEMNET activities
- ✓ develop follow-up system for exchange of information between field trainers and core team
- ✓ organize regular meetings of the GST team to exchange information

Output Objective

Plan for long-term financial self-sufficiency

*Tasks and Resources*

1. Develop 5 - 10 year plan for financial self-sufficiency

2. Prioritize fund raising and cost recovery activities

- ✓ cost recovery from training within Kenya, external training, and technical assistance consultancies
- ✓ foundation grants and donor contracts

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- ✓ public relations to generate interest and demand
3. Contact development agencies
    - ✓ provide demonstration of training or technical assistance
    - ✓ print brochures about GST services and expertise
    - ✓ develop and circulate monthly newsletter (bulletin) on GST to relevant organizations
  4. Become familiar with donor agencies that are potential clients
    - ✓ send a GST representative to donor "roundtable" meetings on gender
    - ✓ identify key persons dealing with gender issues in the donor community
    - ✓ seek funds through proposals targeting donor gender projects
    - ✓ invite donor representation to GST workshops

**Output Objective**

**Technical assistance programme for governmental, nongovernmental and donor organizations**

***Tasks and Resources***

1. Identify technical assistance needs of donors and other potential clients
2. Develop cadre of FEMNET gender sensitisation technical assistance consultants
3. provide them with training, as necessary
4. Disseminate information to potential clients
5. Develop relevant project assessment methodology
6. Identify or develop systems and procedures to hire, pay, train, and evaluate technical assistance consultants

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