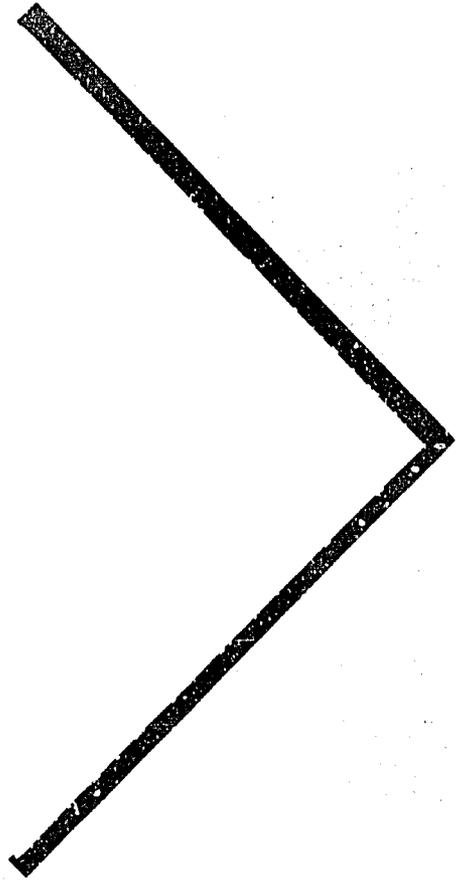


GENESYS



THE
FUTURES
GROUP

PA-ABS-609

**Integration of Gender
in Projects and Programs:
USAID/El Salvador**

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Acronyms

LAC	Latin America and Caribbean Bureau
NGO	Non-Governmental Organization
NRP	National Reconstruction Program
SAR	Semi-Annual Review
USAID/ES	U.S. Agency for International Development/El Salvador
WID	Women in Development

I. Executive Summary

A three person GENESYS team conducted a series of gender training sessions in San Salvador, El Salvador from 9-19 May 1994. The team was assisted in their work by a member of the G/WID Office and a group of Salvadoran sectoral experts. The training events were divided into four distinct sessions: a plenary session for all participants; a session on the National Reconstruction Program; a series of five two-day training seminars which were broken down by sector - economic growth, environment, health, education/training and democratic initiatives; and the USAID/ES Gender Analysis and Impact Committee meeting. Over 200 people participated in one or several of the sessions held over the two week period. The participants included: USAID direct hire and foreign service national (FSN) staff, contractors, PVOs, Salvadoran NGOs and Government of El Salvador (GOES) officials.

The successful training sessions served to develop consensus and commitment among NGO and government counterparts and USAID/ES to include gender considerations in mission funded projects. After analyzing their own project using gender analysis tools, each project group in the sectoral workshops developed workplans including objectives, indicators, and next steps.

To continue with the progress that the mission has made in developing and carrying out this training the following recommendations are made:

Project Managers should review the action plans developed by the project working groups. These action plans were often only preliminary ideas for the types of changes or modifications needed in on-going projects. Some changes would require no USAID/ES approval and could be implemented immediately within the current project structure. Others would require more detailed approvals. Each plan should be reviewed with counterparts and/or contractors for feasibility, completeness, and implications for the project outcome. Following this, the appropriate next steps should be identified for implementation.

All new projects under consideration by the mission should have a member of the Gender Analysis and Impact Committee as a member of the review committee to insure that gender concerns are addressed. Given that the mission will only have a few new starts in the next several years, inclusion of gender in the new project development and concept paper stages are important to guarantee its inclusion in the project. The committee also proposed that gender considerations should be incorporated into all project amendments and in certain cases the mission should write amendments expressly to address gender issues.

The Gender Analysis and Impact Committee should develop their own action plan for how to insure the integration of their concerns in the SAR, Action Plan and strategic planning review processes within the Mission. The roles of the committee with respect to the mission working groups (particularly the Strategic Objective Teams) must be defined and implemented.

II. Workshop Overview, Findings and Recommendations

A. Overview

A three person GENESYS team conducted a series of gender training sessions in San Salvador, El Salvador from 9-19 May 1994. The team was composed of Alan Lessik, Team Leader, Management Systems International, Virginia Lambert, DAI and Patricia Martin, the LAC WID Advisor. In addition, the team was assisted by a group of Salvadoran sectoral experts. The training sessions were based on a strategy for gender integration developed by the Mission over the past year and a half with the assistance of the LAC WID Advisor and GENESYS.

The training events were divided into four distinct sessions, which will be described in more detail below. (See Appendix 1 for detailed agendas.) The first was a plenary session for all participants. The second session was for participants involved in USAID's efforts in the National Reconstruction Program. The third event was a series of two-day training seminars broken down by sector. The final event, the smallest, was the USAID/ES Gender Analysis and Impact Committee meeting. Over 200 people participated in one or several of the sessions held over the two week period. The participants included: USAID direct hire and foreign service national staff, contractors, PVOs, Salvadoran NGOs and Government of El Salvador (GOES) officials.

Plenary Meeting

The object of the morning plenary meeting was to provide up-to-date background information on the status of women in El Salvador and to provide a common context for participants in the training seminars that were to follow. Over two hundred people and members of the media attended this plenary. The session was opened and moderated by Carrie Thompson, the Mission's WID Officer. Mission Director, Charles Costello, gave the opening address, discussing the importance of gender considerations to the Mission's portfolio. Alan Lessik outlined the role that gender considerations play in USAID's Strategy on Participation and Sustainable Development. In addition, he provided background on why gender considerations are important for designing and implementing effective and sustainable development projects.

Pat Martin followed with an overview on the status of women and men in El Salvador as taken from the recent urban and rural household survey. This overview provided significant data and reference points for the rest of the sessions. The final session of the morning plenary was a panel of five Salvadoran experts who discussed the major gender issues in the areas of economic growth, the environment, health and democracy.

National Reconstruction Program

The afternoon of the first day was a smaller session of about 50 people who were specifically

involved with USAID's efforts in support of the National Reconstruction Program (NRP). This cross-sectoral program is composed of a series of activities focused on reactivating economic life in the ex-conflictive zones. As in the morning, a panel of Salvadoran experts provided their views on gender considerations, this time as specifically related to the NRP. After a question and answer session, the participants broke down into sectoral working groups to discuss various aspects of the NRP and what USAID/ES could do to alleviate some of the problems that the panel identified in the program's remaining time.

Gender Integration Workshops

On 10-11 May, three simultaneous workshops were held on integrating gender into USAID/ES programs and projects. The three sectors covered in these sessions were democracy, environment, and health. Later, on 16-17 May, the final two sessions on economic growth and education were held. In total, about 170 people attended these workshops. The participant list is shown in Appendix 2.

The goal of the workshop was to develop technical skills to support the full integration of gender considerations into the programs and projects of USAID/ES.

The objectives of the workshop were: an improved understanding of the effects gender differences have on the design and delivery of development programs and projects; the development of gender-sensitive objectives for planning, managing and evaluating these programs and projects; and, the development of workplans for implementing these objectives.

Each workshop followed the same outline. The first morning was spent introducing contextual analysis methodology and applying it to a case study. In the afternoon session, the group broke into small project groups and applied contextual analysis to their own projects. Day two reviewed that analysis and focussed on implementation planning. Project groups set objectives for making changes in their projects; developed indicators for each objective; developed activities and budgets where possible; and wrote action plans detailing who was responsible for carrying out the changes in the projects. USAID/ES typed up these plans, along with the rest of the work completed by the small groups and redistributed back to the participants after the workshops were over.

WID Committee Meeting

On the last day of the technical assistance effort, the WID Committee held a two hour meeting, with approximately ten members in attendance. The purpose of the meeting was to review the outcomes of the training sessions and decide on next steps for continuing the process of integrating gender into the daily work of the Mission. The Committee reviewed the training and noted that it significantly raised the consciousness and expectations of the counterparts in regards to gender issues. A long discussion took place on how to best utilize these expectations and to carry forth the effort within the mission. They decided to meet with project managers regarding the workplans developed for each project. Since these

action plans were not fully developed and would require mission approval for any changes, the project managers would need to work out a procedure with the grantees and contractors to implement the changes that were agreed upon.

In addition, the committee decided to distribute the contextual analysis framework as well as some of the pieces from the training to staff members who did not participate in order to extend the reach of the training.

In recognition of the changes occurring as result of the training, the committee decided to change its name to the Gender Analysis and Impact Committee, a name which better reflects their interests and goals. In addition, the committee decided to investigate the use of PD&S funding to contract a part-time advisor to assist the committee in SAR and Action Plan reviews.

B. Findings

Based on the evaluations and observations of the outcomes, the training was successful in providing gender analysis skills to USAID staff, contractors and counterparts. With the training completed, consciousness and expectations have been significantly raised for the counterpart organizations the Mission works with, especially in the NGO sector. These groups, across all sectors, took the exercise very seriously and saw it as a means for integrating gender concerns more deeply within their projects and the mission's portfolio.

The following are the more specific findings related to the working groups in each sector:

Democratic Initiatives

The working groups focused on three aspects of democratic initiatives: judicial reform, unions and labor and civic education. All three groups participated actively in the process and developed workplans with specific steps to be taken within the existing projects. The judicial and labor groups tended to focus on how women and their needs could be better represented within the judicial and legislative processes as well as in unions. The civic education group analyzed how their outreach efforts could reach disaffected sectors of the population, which included rural, the young and the urban poor. Within these groups, they discussed gender differentiation of problems and ways to overcome problems.

Environment

The environment working group was focused primarily on one project, PROMESA, which was just beginning, with a small group focusing on a smaller NGO project, FOPRAS. Four working groups were formed around PROMESA's important components: education, policy reform, and demonstration projects (two groups). The education group concentrated on the content of educational materials from the point of view of gender stereotyping and on the access of girls and women to education. The policy reform group spelled out a detailed plan

for ensuring broad participation and input into the plan for implementation of the natural resource strategy. The final two groups focused on water and firewood usage. In each case, the necessity of developing detailed plans for extension and other services based on the roles and responsibilities of men and women were underlined by the groups. The FOPRAS group was particularly interested in extending training in gender analysis among NGOs as well as developing criteria for NGO grant selection that include gender sensitivity and considerations.

Economic Growth

The economic growth group was split between agriculture-related projects and microenterprise projects. The two agricultural projects were PROCAFE and CLUSA. The two microenterprise groups formed around the FINCA/CAM project and the FUSADES/PROPEMI projects. CLUSA focused their efforts on how to increase women's leadership roles within the project. However, without close follow-up from USAID, there were doubts within the group that the project would do much to implement the workplan. The PROCAFE group developed a detailed plan for including gender concerns within their project and planned to present it before their junta directiva for implementation. The CAM group focused on the issues of improving the quality of women's participation in their women-only project. The PROPEMI group analyzed both how to increase the demand for credit among women and how to increase women's participation in training course. Both microenterprise groups need additional follow-up in the analysis of sex-disaggregated data.

Health

Five projects were represented in the health working groups: APSISA, Family Health Services, PROSAMI, Strengthening Rehabilitation Services and the Public Services Improvement project. In each case, the groups focused on efforts to integrate gender more fully within the current projects. Most of the health groups felt that due to the nature of their projects, they had to deal with the gender roles and differences all of the time as a matter of course; however, several of the projects gained a much clearer understanding of gender (as compared with serving a largely female clientele). As a result, they broadened their focus and developed ideas to improve participation and responsibility by men as well as women.

Education/Training

The final workshop was the smallest and focused on the basic education project (SABE) and vocational training. The latter group included NGOs working in vocational education under two USAID supported projects. The two groups developed workplans that focused on meeting targets for girls' and women's education and training within the USAID/ES project portfolio. Both groups also focussed on the elimination of gender stereotyping in basic education and training in order to increase options for girls and women.

C. Recommendations

- The project managers for each project should review the workplans developed by the working groups. These workplans were often only preliminary ideas for the types of changes or modifications that were needed in on-going projects. Some changes would require no USAID/ES approval and could be implemented immediately within the current project structure. Others would require more detailed approvals. Each plan should be reviewed with counterparts and/or contractors for feasibility, completeness, and implications for the project outcome. Following this, the appropriate next steps should be identified for implementation.
- All new projects under consideration by the mission should have a member of the Gender Equity and Development Committee as a member of the proposal review committee to insure that gender concerns are addressed. Given that the mission will only have a few new starts in the next several years, inclusion of gender in the proposal stage is important to guarantee its inclusion in the project.
- The Gender Committee should develop their own action plan for how to insure the integration of their concerns in the SAR, Action Plan and Strategic Objective review processes within the Mission. The roles of the committee within the mission working groups (particularly the Strategic Objective Teams) must be defined and implemented.

Appendix 1: Agendas

Monday, May 9

- 08:00am Registration and Coffee
08:15am Welcome and Introductions
- 08:30am Setting the Stage
-refresh and increase our understanding of the context in which USAID's strategy for sustainable development is being pursued, women in development and gender and development, setting our terms of reference
- 09:00am El Salvador: A Gender Profile
-using quantitative data, we'll begin to uncover and clarify gender/WID issues with implications for USAID/El Salvador's development programs and projects
- 10:00am Break
- 10:15am Gender and Development: Considering El Salvador
-a panel of development practitioners will help us develop a common view of the existing forces affecting women's and men's rights, roles and responsibilities in the context of sustainable development
- 12:00pm Reflections and Summary

Monday, May 9

- 01:30pm Welcome and Introductions
- 01:45pm Gender Considerations and the NRP (panel)
-investigating the current situation
-identifying salient gender issues
-describing what works and what does not
- 03:30pm Break
- 03:45pm Strategic Planning for Including Gender Concerns in the NRP
-identify the structural and process elements necessary for
building institutional NRP capacity to routinely consider gender
in development
-set NRP capacity-building objectives
- 05:45pm Reflections and Summary

Tuesday, May 10

- 08:00pm Welcome and Introductions
- 09:00am An Introduction to the Contextual Analysis of Gender Issues (using a project example)
-clarify components of social and economic equity problems related to gender (as well as to age, ethnicity, class or race)
-interpret and identify the gender issues that affect the achievement of development projects' goals and purposes in El Salvador
-identify the assumptions that exist about these issues and think about how to test the assumptions
- 10:00am Break
- 10:15am Gender Analysis...continued
-specify the changes required to achieve the development objectives of projects
-explain the constraints to and opportunities for change, and
-recommend actions that will effect the desired change
- Noon Lunch
- 01:30pm Contextual Analysis of Gender Issues... *Your* Projects
-project teams will examine USAID/El Salvador democracy, environment, and health projects, developing specific plans for improving the projects by integrating women and gender considerations in their work
- 03:30pm Break
- 03:45pm Gender Analysis...continued
- 05:45pm Reflections and Summary

Wednesday, May 11

08:00am	Opening
08:15pm	Implementation Planning: Applying the Analysis -objectives -refresher on setting objectives -set gender-responsive objectives and integrate these into your projects
10:00am	Break
10:15am	Applying the Analysis...continued -performance measurement indicators -refresher on developing performance measurement indicators -set gender-responsive performance measurement indicators for the objectives and integrate these into your projects
Noon	Lunch
01:30pm	Applying the Analysis...continued -activities and resources -define the activities and resources necessary to accomplish your project's desired objectives -chart out and make changes to your project's work plan, monitoring and evaluation plan, and/or scopes of work
03:30pm	Break
03:45pm	Next Steps -develop specific, time-bound plans for implementing the project changes you have proposed -responsibility charting
05:45pm	Evaluation and Closure

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Monday, May 16

- 08:00pm Welcome and Introductions
- 09:00am An Introduction to the Contextual Analysis of Gender Issues (using a project example)
-clarify components of social and economic equity problems related to gender (as well as to age, ethnicity, class or race)
-interpret and identify the gender issues that affect the achievement of development projects' goals and purposes in El Salvador
-identify the assumptions that exist about these issues and think about how to test the assumptions
- 10:00am Break
- 10:15am Gender Analysis...continued
-specify the changes required to achieve the development objectives of projects
-explain the constraints to and opportunities for change, and
-recommend actions that will effect the desired change
- Noon Lunch
- 01:30pm Contextual Analysis of Gender Issues...*Your* Projects
-project teams will examine USAID/El Salvador democracy, environment, and health projects, developing specific plans for improving the projects by integrating women and gender considerations in their work
- 03:30pm Break
- 03:45pm Gender Analysis...continued
- 05:45pm Reflections and Summary

Tuesday, May 17

08:00am	Opening
08:15pm	Implementation Planning: Applying the Analysis -objectives -refresher on setting objectives -set gender-responsive objectives and integrate these into your projects
10:00am	Break
10:15am	Applying the Analysis...continued -performance measurement indicators -refresher on developing performance measurement indicators -set gender-responsive performance measurement indicators for the objectives and integrate these into your projects
Noon	Lunch
01:30pm	Applying the Analysis...continued -activities and resources -define the activities and resources necessary to accomplish your project's desired objectives -chart out and make changes to your project's work plan, monitoring and evaluation plan, and/or scopes of work
03:30pm	Break
03:45pm	Next Steps -develop specific, time-bound plans for implementing the project changes you have proposed -responsibility charting
05:45pm	Evaluation and Closure

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Appendix 2: Participant List

Panelists

Adela Concepción López, Asociación de Mujeres
Rosa Isabel Manzano, COMAFAC
Margarita Mercedes Flores, CENTA
Vicky Guzmán de Luna, ASAPROSAR
Rina Garay, Fundación 16 de Enero
Yanira Argueta, Asociación de Mujeres Salvadoreñas
Ana Carolina Martínez, PADF
Mirna Rodríguez, Mujer Ciudadana
Marina Peña, Asociación de Mujeres Salvadoreñas

Environment and Natural Resources

Ana Cristina Mejía, PRJ/USAID
Jackie Greene, DPP/USAID
Peter Gore, ANR/USAID
José Ernesto Funes, DPP/USAID
Luisa Angélica de Mejía, OSPA
Bertila Gíron, CENTA
José Antonio López, CENTA
Ludwig M. Valdez, CENDEPESCA
Ana Rosario del Carmen Rivas, CENDEPESCA
Sonia Villalta de Ramos, Ministerio de Educación
Ernesto A. García, Ministerio de Educación
Rámon García, Dir.Gen. de Recursos Naturales Renovables
Carlos Salazar, Dir.Gen. de Recursos Naturales Renovables
Nelson Martínez, Dir.Gen. de Recursos Naturales Renovables
Ricardo Eduardo Jiménez Zelaya, Dir.Gen. de Recursos Naturales renovables
Jaime Miguel Arce, Dir.Gen. de Recursos naturales Renovables
Rosa E. Lozano, ASALDIG
Inés Ortiz, MES
Sara Isabel García de Borjas, Asociación Pro Humedales de El Salvador
Beatrice Alvarez, SALVANATUKA
Carlos Abarca Gómez, Technoserve
Ligia de Luna, Technoserve
José Roberto Zamora, Banco de Fomento Agropecuario
Juan A. Martínez,
Martha O. Perdomo de Castillo,
Guadalupe Cañas Dominguez,
Blanca Lilien de González,
Mayra D. Martínez,

Amalia M. Alberti,
Melara G. Calderón,
Judith Díaz,
Sandra Vásquez de Barrara,
María de los Angeles Castillo,
Margarita Torres de Lobo,
Ricardo Antonio Ibarra,
Maritza Yadira Guido,
Ana M. Moisa,
Milagro Carolina Servellón de Guardado,
Ana E. Domínguez,
José I. Mata,
María Rodríguez-Latino,
Felix Rodolfo Cristales-Avelar,
Alba Marisol Galindo, PROESA

Democratic Initiatives

John Anderson, USAID/ODI
Sergio Guzmán, USAID/ODI
Mauricio Herrera, USAID/ODI
Carrie Thompson, USAID/ODI
Norma Vélasquez-Castro de Mata, USAID/PRJ
Aldo Miranda, USAID/RUD
Jaleh de Torres, USAID/OET
Dorita de Gutiérrez, USAID/OET
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Patricia Echevarría,
Ana Delmy Linares, FOES
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Karen Freeman, DPP/USAID
Rosalinda Ramos de Chávez, AIFLD
Walter Alegría Gómez, SETFOSA
Dora Vega, IEJES
Hilda Otilia Navas de Rodríguez, Asociación de Mujeres Jueces
Dra. Gladys Bonilla de Ponce, PIMUDE
Sandra Barraza, FUSADES
Aracely Bautista Bayona, Ministerio de Justicia
Marta A. de Canales, Centro Demos
Roxana María Rodríguez, Mujer Ciudadana
Ana Maribel Guillén, ISPADE
Manuel A. Chavarria,
Raquel Cáracamo, Development Associates
Ana del Carmen Cañas, Development Associates

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Patricia R. Viéytez,
Edith R. Portillo,
Dayanira Rodríguez, Development Associates
Rafael Calléjas, IRD/MID/USAID

Health and Population

Brenda Doe, USAID/HPN
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Dora Elena Castillo, ADS
Gloria Fuentes, ADS
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Angela Johnson,
Sara Ventura, FUNDEMUM
Maricarmen Martínez, HPN/APSISA
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Mercedes de Irigóyen, Ministerio de Salud
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Astrid C. Rivera,
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Juan Carlos Alvarado Rodríguez

Education and Training

Roberto Gavidia, USAID/OET
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Mario Martell, USAID/OET
Michael Cavallaro, USAID/OET
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Fidel Antonio Alvarez, Ministerio de Educación
Silvia Hernández, Ministerio de Educación
Sonia de Portillo, Ministerio de Educación
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Economic Growth

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Mercy Castillo, USAID/PRJ
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Yolanda de Herrera, USAID/NRD
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María Isabel Castillo, PROPEMI
Juan Antonio Juárez, PROPEMI
Gladis Gómez de Martínez, PROPEMI
Annel de Chahín, PROPEMI
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Mauricio Salinas, CLUSA
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Jim L. Evans, CLUSA
Ana Lilian Vega, CENITEC
Miguel Adolfo López, CRS
Juan Antonio Juárez, PROPEMI
Samuel Salazar, CLUSA
Rosa Elena Moreno, USAID/DPP
America Rodríguez Herrera,

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