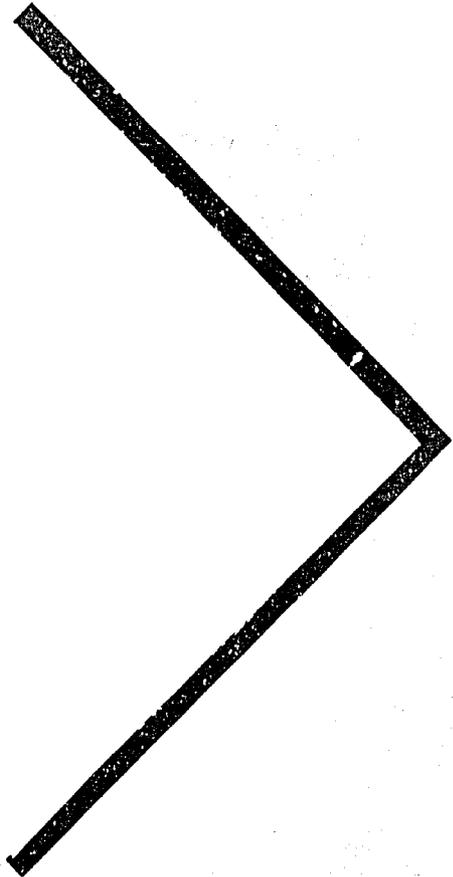


GENESYS



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P.N-ABS-610

**The Gender Dimensions of Development
A Workshop for WID Officers and Coordinators: Kenya**

**Training Activity Report
Edward J. Comstock**

GENESYS Project
Contract No. PDC-0100-A-00-9044-00

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USAID G/R&D/WID
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Acknowledgements

This activity involved close and frequent communication with five USAID Missions (Burundi, Ethiopia, Kenya, Tanzania, and Uganda) with regard both to participant identification *and* funding. Each Mission provided its own "buy-in," and these were collected and submitted by REDSO/East and Southern Africa. The burden for this communication fell in large part on Wanjiku Muhato, Gender/WID Adviser to REDSO/ESA; one which Ms. Muhato bore with particular aptitude and good humor. The G/R&D/WID-GENESYS workshop team is deeply grateful to Wanjiku, for without her fine efforts this activity would simply not have taken place.

I. Executive Summary

The Gender Dimensions of Development: A Workshop for WID Officers and Coordinators was held February 27 - March 4, 1994, by G/R&D/WID-GENESYS for WID Officers and Coordinators from the East African USAIDs Burundi, Ethiopia, Kenya, REDSO/East and Southern Africa, Tanzania, and Uganda.

The workshop was conducted by G/R&D/WID-GENESYS, with assistance from the African Women's Development and Communication Network. The goal of the workshop was for WID Officers and Coordinators to develop technical skills to support the full integration of gender and women in development concerns into their USAID's programs and projects.

During the five-day workshop, participants refreshed their understanding of USAID's strategy for sustainable development, began to uncover and clarify gender/WID issues with implications for the development programs and projects of their respective Missions, developed institutional profiles illuminating gender relationships in their respective USAID workplaces, created strategic plans for including gender and WID in their missions, and articulated informed and realistic work plans for achieving their institutional capacity building objectives.

Lessons learned during this workshop were staff with Women in Development (WID) or Gender and Development (GAD) responsibilities require skill building, clearly identified levels of effort, and Mission management support. We discovered also that while relationships between the genders varies considerably mission-to-mission, it is not good nor well understood. What is clear is that women and men in the USAID workplaces represented at this workshop are not communicating very effectively. Finally, the workshop identified a number of institutional factors that are viewed as critical for full gender integration including Mission management support, Mission Order(s) on gender and development, a WID Officer, knowledgeable and skilled technical staff, and mission strategic *and* work plans for ensuring capacity building in gender issues and analysis.

II. Workshop Overview, Findings and Recommendations

Overview

The Gender Dimensions of Development: A Workshop for WID Officers and Coordinators was held February 27 - March 4, 1994, by G/R&D/WID-GENESYS for WID Officers and Coordinators from the following East African USAIDs (a full participant list can be found in Appendix A):

- ◆ Burundi
- ◆ Ethiopia
- ◆ Kenya
- ◆ REDSO/East and Southern Africa
- ◆ Tanzania
- ◆ Uganda

The workshop was conducted by G/R&D/WID-GENESYS's Training Director Edward J. Comstock and Senior Research Associate John Jerome (with the enlightening and essential "Gender Relationships in USAID's Workplace" session planned and delivered by FEMNET's Miriam Gachago, Wanjiku Kabira, Masheti Masinjila, and Leah Wanjama).¹ The goal of the workshop was for WID Officers and Coordinators to develop technical skills -- both strategic and operational -- to support the full integration of gender and women in development concerns into their USAID's programs and projects². To ensure that the workshop provided a productive and rewarding experience, participant expectations (see below) were solicited and the training design modified accordingly.

Participant Expectations

- ❖ Clarification of the issues: what are we talking about?
- ❖ Learn skills for integrating gender issues into new and on-going projects: i.e., design and implementation, gender sensitive indicators
- ❖ Be able to impart skills and influence others so that gender is incorporated into development project planning: i.e., develop strategies for gender-sensitizing counterpart governments, NGOs, communities and groups

¹ FEMNET is the acronymous title for the African Women's Development and Communication Network.

² Please see Appendix B for the goal and objectives of the workshop.

- | |
|--|
| <ul style="list-style-type: none"> ❖ Discuss gender issues and share experiences with fellow participants ❖ Regional strategy on WID |
|--|

To accomplish this goal and meet these expectations, the workshop guided participants through five days of activities that met the following four purposes³:

1. participants refreshed their understanding of USAID's strategy for sustainable development and, within that context, began to uncover and clarify gender/WID issues with implications for the development programs and projects of their respective Missions
 - ✓ they were introduced to the contextual analysis of gender and social issues model, and practiced it on their USAIDS' projects
2. participants developed institutional profiles illuminating gender relationships in their respective USAID workplaces
 - ✓ they identified and practiced skills for communication and empowerment
3. participants created strategic plans for including gender and WID in their missions
 - ✓ they learned and practiced an institutional development model, focussing on gender responsiveness, to identify the structural and process elements necessary for building institutional capacity to consider gender in development
 - ✓ set capacity-building objectives
 - ✓ developed performance measurement indicators for the objectives
4. participants articulated informed and realistic work plans for achieving their institutional capacity building objectives
 - ✓ set activities to accomplish, and the resources necessary to complete each activity, to affect the desired changes in institutional capacity to consider gender in development
 - ✓ charted out WID work plans

³The Workshop Agenda is found in Appendix C.

- ✓ they learned how to use quantitative data for effectively making the case for gender responsive institutions

Findings and recommendations

The most salient “lessons learned” during this workshop, by workshop staff and participants alike, were that...

- ✓ Staff with Women in Development (WID) or Gender and Development (GAD) responsibilities require:
 - ◆ skill building, particularly in USAID project and program planning procedures. These skills might be acquired through participation in USAID’s Project Design Course or through mentored apprenticeships with experienced USAID staffers
 - ◆ clearly articulated and protected levels of effort (participants felt that 40% -- .4 FTE -- would be a bare minimum
 - ◆ firm and unwavering Mission management support
 - ⇒ access to and control over resources. Participants averred that a WID/GAD budget in each mission is desirable. They suggested that a way of accomplishing this end would be to develop a long term gender and development institutional strategy and “market” it to G/R&D/WID
 - ◆ assistance in learning how to “work” the system (e.g., where to go for resources)
- ✓ While relationships between the genders varies considerably mission-to-mission, it is not good, nor *anywhere* well understood.⁴
 - ◆ women and men are not communicating very effectively
 - ⇒ each gender has a unique communication style -- e.g., rapport talk and report talk, empathy and hierarchy
 - ⇒ leads to real anger in the work place
 - ⇒ probable loss of significant public sector talent to the increasingly sensitized private sector
 - ◆ participants confirmed that Deborah Tannen’s She Said, He Said: Men and Women in Conversation should be required reading by *all* USAID employees; and that Agency time and money invested in racial and gender workplace dynamics therapy, or workshops, would be incredibly well-spent

⁴Please see Appendix D. Gender Dynamics in the USAID Work Place: Participant Observations.

- ✓ Although we've known for some time now that attention to gender issues results in more successful development,⁵ our understanding of how to build institutional capacity to ensure this attention is only recently being investigated and codified. Case studies on "lessons learned" at the USAIDs in Honduras, Malawi and Uganda have begun to picture for us what gender responsive organizations might look like.⁶ These cases *help* to identify those institutional factors that may be critical for full gender integration,⁷ such as:
- ◆ vigorous Mission senior management support
 - ◆ Mission Order on gender and development
 - ◆ WID Officer (one highly motivated and dynamically advocating consideration of gender issues, and knowledgeable and skilled in gender issues and analysis and in USAID operations)
 - ◆ technical staff knowledgeable and skilled in gender issues and analysis. This knowledge and skill can be proactively acquired through such modalities as technical assistance and workshops on gender analysis and its applications
 - ◆ a plan. Each missions should have both strategic and work plans for ensuring capacity building toward gender responsiveness
⇒ see Appendix G for the participants' Mission plans

⁵Success -- as it is used here -- equates with sustainability, effectiveness and equity.

⁶See Appendix E. Participant Visions of Gender-Responsive USAID's

⁷For a full list of participant perspectives, see Appendix F.

Appendix A

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Goal and Objectives

Goal

Develop technical skills to support the full integration of gender and women in development concerns into USAID's programs and projects.

Objectives

The workshop will provide participants with analysis-based training and experience in program and project planning, management and administration; its objectives aim at:

- ❖ an improved understanding of the effects gender differences have on the design and delivery of development programs and projects;
- ❖ developing gender-sensitive objectives for planning, managing and evaluating these programs and projects; and,
- ❖ articulating work plans for implementing these objectives.

Appendix C

Agenda

Sunday, February 27

- 06:00pm Arrival and Check-in
- 06:30pm Registration and Coffee

Monday, February 28

- 08:00am Welcome and Introductions
- 09:00am Setting the Stage
- ✓ refresh and increase our understanding of the context in which USAID's strategy for sustainable development is being pursued
 - ✓ develop a common view of the existing forces affecting women's and men's rights, roles and responsibilities in the context of sustainable development
 - ✓ begin to uncover and clarify gender/WID issues with implications for development programs and projects
- 11:00am Contextual Analysis of Gender Issues
- ✓ interpret and identify the gender issues that affect the achievement of development programs' and projects' goals and purposes
 - ✓ clarify components of social and economic equity problems related to gender, as well as to age, ethnicity, or race
 - ✓ identify the assumptions that exist about these problems, test those assumptions, and specify the changes required to effectively achieve the development objectives of programs or projects
- Noon Lunch
- 01:30pm Contextual Analysis of Gender Issues...continued
- 04:30pm Reflections and Summary

05:00pm The Use of Quantitative Data for Making the Gender/WID Case

- ✓ an introduction to the basics
- ✓ an Excel & PowerPoint primer

07:00pm Dinner

Tuesday, March 1

08:00am Opening

08:15am Contextual Analysis of Gender Issues...Your Projects

11:00am Implementation Planning: Applying the Analysis

- ✓ refresher on setting objectives and developing performance measurement indicators

Noon Lunch

01:30pm Implementation Planning: Objectives and Indicators

- ✓ set gender-responsive objectives and integrate these into projects
- ✓ develop performance measurement indicators for the objectives

04:30pm Reflections and Summary

05:00pm The Use of Quantitative Data...continued

- ✓ Excel and PowerPoint advanced

07:00pm Dinner

Wednesday, March 2

08:00am Opening

08:15am Implementation Planning: Activities and Resources

- ✓ set activities to accomplish, and the resources necessary to complete each activity, to affect the desired changes in programs and projects
- ✓ chart out and make changes to project work plans, monitoring and evaluation plans, and/or scopes of work

- Noon Lunch
- 01:30pm Institutional Development: Strategic Planning for Including Gender and WID in Your Mission
- 02:00pm ✓ an overview of the planning process
Gender Relationships in USAID's Workplace
- 04:30pm ✓ video: "The One Awaited"
✓ identify and practice skills for communication and empowerment
Reflections and Summary
- 05:00pm The Use of Quantitative Data...continued
- 07:00pm ✓ tutorial for the Ethiopia, Kenya and Uganda
USAID's
Dinner
- Thursday, March 3*
- 08:00am Opening
- 08:15am Institutional Development: Learning from Others
- ✓ reflection on the experiences of Honduras, Malawi and Uganda
- ✓ trends in West and Central Africa
- ✓ summarizing what works
- Noon Lunch
- 01:30pm Institutional Development: Setting the Strategic Gender Agenda for Your Missions
- ✓ identify the structural and process elements necessary for building institutional capacity to consider gender in development
- ✓ set capacity-building objectives
- ✓ develop performance measurement indicators for the objectives
- 04:30pm Reflections and Summary
- 05:00pm The Use of Quantitative Data...continued

- ✓ tutorial for the Burundi, REDSO/ESA and Tanzania USAID's
- 07:00pm Dinner
- Friday, March 4***
- 08:00am Opening
- 08:15am Institutional Development: Activities and Resources
 - ✓ set activities to accomplish, and the resources necessary to complete each activity, to affect the desired changes in institutional capacity to consider gender in development
 - ✓ chart out a WID work plan
- Noon Lunch
- 01:30pm Institutional Development: Next Steps
 - ✓ on Monday, I will...
- 03:00pm Summary and Evaluation
- 03:30pm Closure

Appendix D

Gender Dynamics in the USAID Work Place: Participant Observations

USAID/Kenya

- ✓ Competition
 - ◆ men more likely to gang-up against women
 - ◆ men may strategize against women more
 - ◆ sabotage
- ✓ Introductions
 - ◆ means of empowering
- ✓ “May you work for an insecure (wo)man”
 - ◆ threatened men are dangerous
- ✓ Men and women communicate differently
- ✓ WID Officers have responsibility without authority and resources
 - ◆ no time to discharge responsibilities
 - ◆ position does not ensure “senior” staff status/division chiefs
 - ◆ no budget
- ✓ Sexual exploitation
 - ◆ local women extremely vulnerable

USAID/Uganda

- ✓ Staff composition
 - ◆ approximately 40% women, 60% men
 - ◆ recruitment policy and operations gender sensitive (e.g., for FSN professionals, women are encouraged to apply)
 - ◆ agriculture, economic, and administration offices are male-dominated
 - ◆ in agriculture it is sometimes hard to advance, if you're female
- ✓ Attitudes
 - ◆ women tend to be very conscious that what they say and do are viewed critically

- ◆ men in counterpart organizations tend to listen to men more, regardless of seniority of women
- ✓ Decision making
 - ◆ weekly office-level staff meetings allow ALL to share views, including support staff
 - ◆ general Mission staff meetings invite all staff to participate
- ✓ Women versus women can be a problem
- ✓ Maternity leave
 - ◆ many Americans view maternity leave and leave to care for children excessive
 - ◆ no data are available to demonstrate that, in fact, this leave is excessive
- ✓ Social relations
 - ◆ tend to factionalize along gender
 - ◆ sexual harassment
- ✓ Conclusion
 - ◆ gender relationships generally don't hinder the advancement of gender issues on the development agenda

USAID/Burundi

- ✓ Power relations and decision making
 - ◆ the staff at the high level are men, only 15% of decision makers are women
 - ◆ one woman direct hire to eight men, two women professionals to eight men
 - ⇒ WID Officer, Contracts Officer, project managers -- all men
 - ◆ at the lower staff levels, only secretarial skill is dominated by women; electricians, carpenters, painters, janitors are all men
 - ◆ women are not enough represented to influence the decisions which meet their interests
- ✓ Attitudes
 - ◆ lack of seriousness given to WID/gender issues
 - ⇒ no budget allocated to WID
 - ⇒ high level males are patronizing

- ⇒ men do not feel concerned about gender issues (e.g., the five Burundi participants are all women)
- ◆ discrimination in everyday services
 - ⇒ e.g., takes much longer time to get the signatures clearing a document if it originates with women, or is directed at them
- ◆ women have to work twice as hard as men to prove themselves

USAID/Tanzania

✓ Staffing

- ◆ senior staff overwhelmingly male
- ◆ technical staff, both US and FSN, gender balanced
- ◆ junior staff predominantly female

✓ Power relations and communication

- ◆ complicated not only by gender, but also by race and rank
- ◆ gender less important than skills among technical staff
- ◆ recent training/team building exercise identified major communications gap between US and FSN staff, regardless of gender
- ◆ most technical staff left to make their own decisions, although there is occasional interference from senior staff
- ◆ inadequate training, especially for recently promoted female FSNs, a major issue
 - ⇒ sets them up to fail, self-fulfilling prophecies
- ◆ attitudinal change has occurred slowly

USAID/Ethiopia

✓ Staffing

- ◆ most professional and administrative staff are men
- ◆ most support staff are women
- ◆ Mission Director is a woman

✓ Women tend to speak out, and are listened to

✓ Awareness of gender issues by both men and women is low

the WID Officer recognizes this as a problem

Participant Visions of Gender-Responsive USAID's

The ideal mission would not need a WID/GAD staff because all Mission personnel would be fully sensitized and gender concerns would be routinely incorporated in all documents, reports and activities.

However, in the real world.... The Mission where gender considerations were fully institutionalized would...

- ✓ have WID officers empowered (time, money & authority) to carry out their responsibilities with the full support & collaboration of full staff
- ✓ conduct gender sensitivity training regularly for staff and host country counterparts
- ✓ project managers & team leaders would have quantifiable targets into which gender issues are integrated
- ✓ base all recruitment, promotion and training activities on merit rather than gender or other social characteristics
- ✓ integrate gender issues into all programs and projects without this being considered an imposition
- ✓ mission staff at all levels would be gender balanced (in numbers and skills)
- ✓ encourage reception of projects from ministries and other agencies which include gender issues: actively advocate and market gender issues
- ✓ emphasize broad-based, sustainable economic growth that benefits both women and men
- ✓ ensure that all projects and programs are gender sensitive
- ✓ collect sex disaggregated data(indicators) for all activities
- ✓ enable all staff to perform gender analysis
- ✓ have child care services at the office
- ✓ include men and women in decision-making processes at all levels

- ✓ be a workplace where discussions of gender issues would be part of the usual order of business
- ✓ have a humanized work environment in which men and women communicate well without fear of discrimination of/by either gender
- ✓ have a teamwork approach within the Mission

What Missions need for the full institutionalization of gender considerations in development

- ❖ Support and commitment of gender-sensitized Mission Director and other top management.
- ❖ WID Officer, highly motivated and dynamically advocating consideration of gender issues.
- ❖ WID Officer, highly knowledgeable and skilled in gender issues & analysis and in USAID operations.
- ❖ Avoid marginalization of WID function and overburdening WID officer with other duties.
- ❖ Strong, committed WID/GAD committee with support from personnel throughout the mission.
- ❖ A WID/GAD Action Plan.
- ❖ Mission order and/or policy that provides a clear mandate for gender considerations in development.
- ❖ Include gender considerations in country strategic plan (CPSP, API reporting, M & E plan...)
- ❖ Gender Training for (all?) Mission personnel and counterparts' staff including sector-specific gender workshops.
- ❖ Technical assistance in gender sensitization and skills development for as many staff as possible.
- ❖ Increase familiarity with WID/Washington resources.
- ❖ WID activities centrally funded.
- ❖ Decentralization of WID/GAD resources to the field.

- ❖ Collaboration with host government in mainstreaming gender considerations.
- ❖ Effective and mutual relations with local institutions (government and NGOs).
- ❖ Use of local gender issues expertise.
- ❖ Collection and maintenance of sex-disaggregated data and development of relevant indicators of gender issues.
- ❖ Hiring and promotion policies and practices based on merit rather than gender or other social characteristics.
- ❖ Coordination among Donors.

Capacity Building for Gender: Participants' Mission Plans

USAID/Kenya

Objective 1: Develop support for sensitization of gender at top level management by April 1994.

Positive Forces

- ◊ briefing of Senior Management and Division Chiefs by REDSO/ESA, GENESYS, and Kenya workshop participants by Tuesday, March 8, 1994
- ◊ three key actors in institutionalization trained and already advocating for further incorporation of GAD
- ◊ list of institutional factors that contribute to incorporating gender into USAID's is a critical tool for negotiating for management support
- ◊ Mission management very sensitive to criticism of gender-blind API

Negative Forces

- ◊ logframe tree does not incorporate gender considerations
- ◊ resistance in reviewing USAID/K logframe

Activities and Resources

- ✓ Briefing of Senior Management (March 8, 1994)
 - ◆ GENESYS and REDSO WID Adviser
 - ◆ list of institutional factors
 - ◆ transparencies
- ✓ Hold meetings with technical offices to identify sector issues (June 1994)
- ✓ Review logframe tree to assess gender sensitivity and make recommendations (May 1994)
 - ◆ a pool of highly qualified Kenyan gender analysts

Objective 2: Gender Training for all Mission and host country personnel.

Positive Forces

- ◊ front office support
- ◊ support of REDSO/ESA
- ◊ recognition that Kenya Mission is not performing well on WID and GAD

Negative Forces

- ◊ time
- ◊ resistance due to previous training
- ◊ no funds (OE constrained too much)

Activities and Resources

- ✓ Gender training needs assessment (July 1994)
- ✓ Conduct Mission and HCP training (September 1994)
- ✓ Design and develop training materials (August 1994)
 - ◆ existence of training resources in USAID/Kenya and Kenya

Other Objectives

Raise skill levels of WID officer by end of 1994.

Create a Mission strategy vision that incorporates gender by January, 1995.

Design and develop a training program in advocacy for WID officers by June, 1995.

USAID/Burundi

Objective 1: Training conducted for Mission staff and host country counterparts on or about July 1994.

Positive Forces

- ◊ positive host country environment
- ◊ Mission Director's support
- ◊ WID Mission Order
- ◊ effective and mutual relations with local institutions
- ◊ centrally funded WID assistance

Negative Forces

- ◊ insecurity due to civil unrest

- ◊ skills and knowledge of USAID workings

Activities and Resources

- ✓ Prepare the training curriculum and program budget (May 1994)
 - ◆ technical assistance from REDSO/ESA WID Adviser
- ✓ Identify participants and select (May 1994)
- ✓ Negotiate contracts of trainers (June 1994)
- ✓ Identify and negotiate the training site (June 1994)
- ✓ Send invitations to participants (July 1994)
- ✓ Supervise the training and make report (July 1994)

Objective 2: WID Action Plan elaborated on or about September 1994.

Positive Forces

- ◊ WID Mission Order
- ◊ initiation and support from G/R&D/WID-GENESYS
- ◊ Mission Director's support
- ◊ availability of the National WID Action Plan

Negative Forces

Activities and Resources

- ✓ Collect sample Action Plans from other missions and REDSO/ESA (July 1994)
- ✓ Gather information from counterpart organizations (July 1994)
- ✓ Draft WID Action Plan and submit for clearance (August 1994)
- ✓ Full clearance and publication (September 1994)

Objective 3: Women in Development networking established on or about March 1995.

Positive Forces

- ◊ working contacts established with

Negative Forces

- ◊ WID Officer has other tasks and

USAID/G/R&D/WID and REDSO WID Advisers

duties in the Mission

- ◊ gender-sensitized counterparts
- ◊ follow-up on the East Africa WID Workshop

Activities and Resources

- ✓ Organize meetings (beginning March 1994)
- ✓ Establish library (beginning March 1994)
- ✓ Create newsletter (beginning March 1994)

USAID/Ethiopia

Objective 1: Sensitized Mission management.

Objective 2: Increased gender skills within the program and technical offices.

Positive Forces

- ◊ Mission Director has experience in high position regarding WID
- ◊ availability of expertise at REDSO/ESA and with contractors
- ◊ recognition by WID Coordinator that lack of awareness by Mission staff is a problem

Negative Forces

- ◊ time constraint
- ◊ attitude of staff who tend to consider gender issues as not being an integral part of their work

Activities and Resources

- ✓ Mission-wide workshop for gender sensitization, as soon as possible, by regional contractors using matching fund
- ✓ Four sector-specific workshops in Addis Ababa on gender issues conducted by contractor with central and Mission funding
- ✓ Participation of Mission management in the above training
- ✓ Consultation of Mission management with REDSO/ESA WID Adviser on gender issues in Ethiopia

- ✓ Training for program and technical officers for improving gender skills using expertise from the region and existing contractors funded by Mission and matching funds

Objective 3: WID Committee established by January, 1995.

Positive Forces

- ◊ sensitized Mission management
- ◊ sensitized Mission staff
- ◊ WID Coordinator and technical officers have gender skills

Negative Forces

- ◊ time constraint

Activities and Resources

- ✓ Mission Order to create WID Committee is issued
- ✓ First meeting of WID Committee (January 1995)

Objective 4: A clear gender policy for the Mission.

Positive Forces

- ◊ the existence of a WID Committee
- ◊ a focus on WID in Washington

Negative Forces

- ◊ time constraint

Activities and Resources

- ✓ Mission Order on gender policy drafted by WID Committee

Other Objectives

Integrate gender issues into program & project design, implementation and evaluation by September, 1995.

Form a WID committee that includes a WID coordinator and members from technical offices by June, 1994.

Disaggregate by sex all relevant data collected by Mission by December, 1995.

Increase gender sensitization of key counterparts by December, 1995.

USAID/Tanzania

Objectives

Conduct training needs assessment.

Implement appropriate training for:

- a. WID Officer and Coordinator,
- b. other Mission staff, and
- c. sector-specific groups including Mission staff, GOT counterparts, NGO staff and other relevant actors.

Draft a Mission Order.

Reconstitute membership of current WID committee to include FSN, USDH and project management members.

WID committee implements already designed gender reporting system.

Rewrite WID Action Plan in close integration with SOs, CPSP and API.

Activities and Resources

- ✓ Training needs assessment (May 1994)
 - ◆ to be conducted during by the Impact Assessment Adviser with short term contract assistance for which funds are available
- ✓ Training at three levels (June/August 1994)
 - ◆ develop plans/proposals for activities which will be identified in training needs assessment
 - ◆ obtain approvals
 - ◆ seek funding (PD&S, Project, G/R&D/WID)
 - ◆ training conducted
 - ◆ using local, regional, and expatriate technical assistance as required (e.g., FEMNET, TAMWA, IDMWG, IDS, WRDP)
- ✓ Mission Order (July/August 1994)
 - ◆ Program Officer, WID Coordinator and Impact Assessment Adviser to prepare with input and review from Deputy Director and all Mission technical officers
 - ◆ also requires input from Regional AFWID Adviser
- ✓ WID Committee (August 1994)
 - ◆ parameters will be specified in Mission Order
 - ◆ all Mission staff to participate and agree on membership
- ✓ Implement gender reporting system (September 1994)

- ◆ requires participation and input from all Mission staff working through the WID Committee
- ✓ WID Action Plan (October 1994)
 - ◆ primary responsibility to Program Officer, WID Coordinator, and Impact Assessment Adviser
 - ◆ input and review by all Mission staff
 - ◆ support and approval of Deputy Director

USAID/Uganda

Objective 1: Agreement established with Mission staff who attend donor coordination meetings to communicate gender-related information.

Positive Forces

- ◇ supportive and agreeable personnel

Negative Forces

- ◇ relevant personnel already overburdened

Activities and Resources

- ✓ Write clear objectives (March 10)
 - ◆ time, input from WID Officer, WID Coordinator, Supervisory Program Officer
 - ◆ word processing, photocopying
- ✓ Meet with relevant personnel to explain and discuss (March 17)
 - ◆ time, energy, enthusiasm
- ✓ Follow-up

Objective 2: Resource library set up and functioning to provide gender information to all Mission staff.

Positive Forces

- ◇ already have some materials
- ◇ have library and librarian
- ◇

Negative Forces

- ◇ lack of space
- ◇ not a high priority
- ◇ sorting will be a major task

Activities and Resources

- ✓ Negotiate space with librarian and Program Office (March 24)

- ◆ time, space
- ✓ Sort materials (July 1)
 - ◆ WID Coordinator
- ✓ Arrange materials (July 8)
 - ◆ WID Coordinator
- ✓ Set up check-out system (July 15)
 - ◆ WID Coordinator and librarian
- ✓ Advertise throughout USAID (July 22)
 - ◆ WID Officer and Coordinator
 - ◆ photocopying
- ✓ Monitor and update holdings
 - ◆ WID Coordinator and librarian

Objective 3: WID Officer and Coordinator familiarized with functions and resources of USAID/G/R&D/WID.

Positive Forces

- ◇ e-mail
- ◇ committed WID Office
- ◇ Regional AFWID Adviser familiar and accessible

Negative Forces

- ◇ late in the budget year, resources may already be programmed

Activities and Resources

- ✓ Brainstorm on information required (March 4)
 - ◆ WID Officer, Coordinator, Regional Adviser
- ✓ E-Mail USAID/G/R&D/WID with requests (March 8)
 - ◆ WID Coordinator
- ✓ Follow-up on requests and compile responses
 - ◆ WID Coordinator
- ✓ Read information received
 - ◆ WID Officer, Coordinator
- ✓ Disseminate information

- ◆ WID Officer, Coordinator

Objective 4: Staff and counterparts trained in gender and development.

Positive Forces

- ◇ people like learning new skills
- ◇ Mission management support in Mission work plan for 1994

Negative Forces

- ◇ staff and counterparts very busy
- ◇ expensive

Activities and Resources

- ✓ Training needs assessment (March 17)
 - ◆ consultant, money, USAID staff input (time)
- ✓ Plan logistics and training (March 24)
 - ◆ WID Officer and Coordinator, Supervisory Program Officer, others
- ✓ Arrange for training contract (April 3)
 - ◆ WID Officer and Coordinator, Regional AFWID Adviser
- ✓ Identify and contact participants (April 10)
 - ◆ WID Coordinator, project officers, office chiefs
- ✓ Conduct training (May 30)
 - ◆ contractors -- including local and regional expertise, venue, money for per diem, materials
- ✓ Follow-up (June 10)
 - ◆ WID Officer and Coordinator

Objective 5: WID Officer and Coordinator have identified, met, and established communication with WID/Gender officers of other donor agencies and local institutions (including the Ministry of Women in Development, Culture and Youth).

Positive Forces

- ◇ already have some contacts
- ◇ motivation: need to identify other resources, avoid duplication

Negative Forces

- ◇ time constraints on WID Officer and Coordinator

Activities and Resources

- ✓ Compile list of what/who we know (June 1)
 - ◆ WID Officer, Coordinator, input from other offices
- ✓ Phone organizations to set up appointments (June 8)
 - ◆ WID Coordinator
- ✓ Meet with donor/local organizations' WID Officers and share information (August 8)
 - ◆ WID Officer, Coordinator, others as interested
- ✓ Compile information gathered (August 30)
 - ◆ WID Coordinator
 - ◆ word processing, photocopying

Objective 6: List of women's/gender activities compiled.

Positive Forces

- ◇ NAWOU can help

- ◇ combined with Objective 5

Negative Forces

- ◇ hard to define what we're looking for -
- no model that we know of

- ◇ hard to obtain all information -- list
will be incomplete

Activities and Resources

- ✓ Go through files and talk to project officers to compile a USAID list of activities since 1991, both complete and ongoing
 - ◆ WID Coordinator, project officers
 - ◆ word processing
- ✓ Seek other information on women's projects/activities from NAWOU, other donors, Ministry of WID
 - ◆ WID Coordinator
 - ◆ local travel, phone
- ✓ Compile list and distribute
 - ◆ WID Officer and Coordinator
 - ◆ word processing, photocopying

Other Objectives

Compile list of women's/gender activist groups within six months.

Compile and distribute list of local gender expertise within six months.

Establish work plan for next two years for incorporating gender into USAID development programs within one month.

Review WID committee plans, discuss with relevant Mission staff and determine if there is need to revive committee, done within four months.

Train as many staff as possible in sector-specific GAD within nine months.

Enable WID Officer & Coordinator to provide information on how to identify gender issues, do gender analysis, develop sex-disaggregated data and set gender-sensitive indicators within one year.

Identify the gender issues in every project, establish sex-disaggregated data collection and maintenance and gender-sensitive indicators within one year.

Review program logframes for gender considerations and for gender-disaggregated indicators within 4 months.

