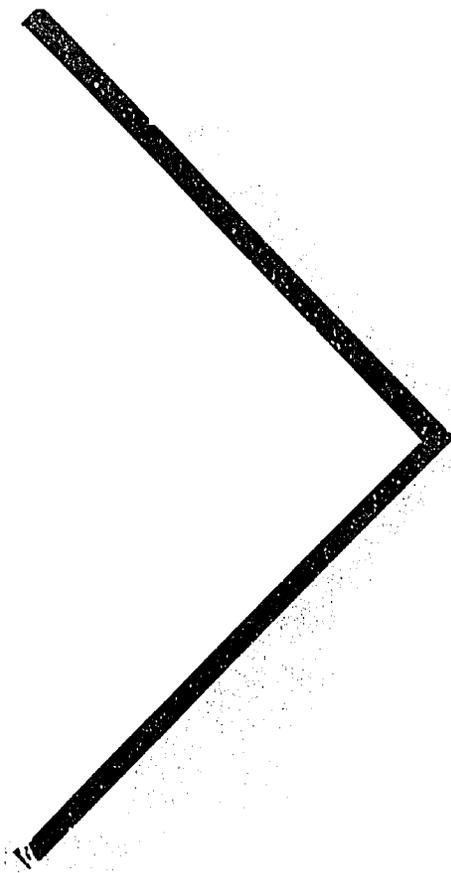


# GENESYS



THE  
FUTURES  
GROUP

PN-ABT-355

**The Gender Dimensions of Development  
Workshops in Concepts, Tools, and Applications**

August 8-16, 1994  
Manila, Philippines

Edward J. Comstock

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

5849.201A

USAID G/R&D/WID  
U.S. Agency for International Development  
Office of Women in Development  
Department of State  
Washington, DC 20523-1816

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## **Acknowledgments**

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This activity involved close and frequent communication with USAID/Philippines with regard both to workshop substance and logistics. The burden for this communication fell in large part on Fatima Verzosa, USAID/Philippines' WID Officer; one which Ms. Verzosa bore with exceptional aptitude and good humor. The G/R&D/WID-GENESYS workshop team is deeply grateful to Ima, for without her fine efforts these workshops would simply not have taken place.

## I. Executive Summary

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The Gender Dimensions of Development: Workshops in Concepts, Tools, and Applications were held August 8 to 16, 1994, by G/R&D/WID-GENESYS for USAID/Philippines' staff, government and non-government counterparts, and contractors.

The workshops were conducted by G/R&D/WID-GENESYS, with significant technical and facilitation assistance from the Mission's Women in Development Officer. The goal of the workshop was for USAID/ Philippines to develop skills to support the full integration of gender and women in development concerns into their program and projects.

Five workshops were held, of varying themes and durations. The first, a ½-day working meeting for the Mission's Senior Managers, focused on developing a preliminary action plan to guide the Mission's integration of gender and women in development concerns into its program and projects. A principal lesson learned during this workshop was that the Mission had not fully integrated WID/gender concerns into project implementation, but that Mission staff is aware of the need to do so and resources are available.

The four remaining workshops developed the technical skills necessary to support the integration of gender/WID concerns into these office's projects. The emphasis throughout the workshops was on the "how to's" for appropriately and effectively involving and benefiting *both* women and men in their projects. A principal lesson learned during this workshop, as one of the participants so well stated it, is the need for Mission staff and counterparts to have...

“A greater understanding of the issues and a better understanding of how changes can be designed into projects. In other words, I would like to go deeper.”

## **II. Workshop Overview, Findings and Recommendations**

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### *Overview*

The Gender Dimensions of Development: Workshops in Concepts, Tools, and Applications were held August 8 to 16, 1994, by G/R&D/WID-GENESYS for USAID/Philippines' staff, government and non-government counterparts, and contractors<sup>1</sup>.

The workshops were conducted by Edward J. Comstock, Training Director of The GENESYS Project, with significant technical and facilitation assistance from Ima Verzosa, the Mission's Women in Development Officer, and Rebecca E. Jennings, the liaison to the ANE Bureau of USAID/Washington's Office of Women in Development. In addition to these "core" personnel, each office-level workshop benefited enormously from the technical support of local resource persons, as follows:

### **Natural Resources, Agriculture and Decentralization Workshop**

Dr. Antonio P. Contreras	Assistant Professor Department of Forest Resources Management College of Forestry University of the Philippines at Los Baños
Socorro L. Reyes	President Congressional Research and Training Service
Carolyn I. Sobritchea	Coordinator for Training and Outreach University Center for Women's Studies University of the Philippines, Diliman

### **Voluntary Cooperation Workshop**

Dr. Antonio P. Contreras	Assistant Professor Department of Forest Resources Management College of Forestry University of the Philippines at Los Baños
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### **Population, Health and Nutrition Workshop**

Pia Arboleda	Executive Director Remedios AIDS Foundation
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<sup>1</sup> Please see Appendix A for Participant Lists.

Florence M. Tadiar

Executive Director  
Women's Health Care Foundation

### **Capital Projects and Private Enterprise Support Workshop**

Shireen Lateef

Project Officer  
Asian Development Bank

Patricia B. Licuanan

Academic Vice President  
Ateneo de Manila University

Five workshops were held, of varying themes and durations. The goal of the workshops was for USAID/Philippines to develop skills to support the full integration of gender and women in development concerns into their program and projects. The purpose and objectives of each workshop, as well as their agendas, is included as Appendix B.

The first, a ½-day working meeting for the Mission's Senior Managers, focused on developing a preliminary action plan to guide the Mission's integration of gender and women in development concerns into its program and projects. During the meeting, participants refreshed their understanding of USAID's strategy for sustainable development and the agency's and ANE Bureau's initiatives in Women in Development (WID). The remaining time was devoted to preparing a preliminary action plan to guide the Mission's integration of gender and women in development concerns into its programs and projects.

The second, third, and fourth of the workshops — held respectively for the Offices of Natural Resources, Agriculture and Decentralization (2 days); Voluntary Cooperation (1 day); and Population, Health and Nutrition (1 day) — emphasized developing the technical skills necessary to support the integration of gender/WID concerns into these office's projects. The emphasis throughout the workshops was on the "how to's" for appropriately and effectively involving and benefiting *both* women and men in their projects. The workshops began by uncovering and clarifying those gender/WID issues with implications for the development projects of the offices. By providing participants with analysis-based training and experience in gender-responsive project planning, management and administration these workshops developed an improved understanding of how gender issues effect project "success," enabled project personnel to articulate gender-sensitive objectives for planning, managing and evaluating these programs and projects; and, encouraged participants to set work plans for implementing these objectives.

The fifth workshop — held for the Offices of Capital Projects and Private Enterprise Support (and lasting ½ day) — provided project staff and counterparts from these offices an opportunity to examine the implications that gender issues may have for their infrastructure and economic growth projects. It aimed at developing an

improved participant understanding of how to integrate gender considerations into their work.

### ***Findings and recommendations***

The following summarizes the most salient findings and recommendations of these workshops. For the most part, they are drawn from participants' observations noted during the course of the workshops, or from their comments on the End-of-Workshop Reactions forms. Those included below reflect, in this author's estimation, thoughts shared widely enough among participants so as to become summary statements of the "sense of the group."

From the End-of-Workshop Reactions, participants identified a number of things that they felt were needed to advance the gender-responsiveness of the Mission's program and projects. These fall loosely into the workshops' thematic categories of concepts, tools, and applications.

#### Concepts

- ⇒ How to become more gender-sensitive
- ⇒ What is the general consensus of gender issues in the Philippines; is this significant or a priority, considering the state of economy?
- ⇒ Raising gender awareness among counterparts

#### Tools

- ⇒ What data are available on gender issues
- ⇒ Operations research to give us "reasons" for gender-responsive objectives
- ⇒ To learn more of the contextual method of analyzing gender issues
- ⇒ More (and more specific) tools for analysis
- ⇒ Tools applicable to our area
- ⇒ Evaluation tools which are gender-sensitive

## Applications

- ⇒ Detailed application of the analysis tool (get “gender” incorporated into our projects)
- ⇒ How to avoid gender-related pitfalls in project implementation and include gender issues in project planning
- ⇒ To understand more the perception and knowledge of women and bring that knowledge into project development
- ⇒ Application of force field analysis in designing projects
- ⇒ Ensuring that techniques can be successfully applied by intermediaries to smaller groups. perhaps in the vernacular
- ⇒ Development of indicators for measuring impact of integrating gender into program
- ⇒ Need to ascertain particular ...*strategies* to support gender sensitivity strengthening
- ⇒ Lack of trainers

One of the participants crafted a wonderful summary statement encapsulating the above. In it, she stated that she would like...

“A greater understanding of the issues and a better understanding of how changes can be designed into projects. In other words, I would like to go deeper.”

The recommendations listed below are actions believed by the workshops’ participants to be crucial not only for advancing the gender-responsiveness of the Mission’s program and projects, but also for building increased understanding among women and men in the USAID workplace of the ways in which they can work better together to achieve these advancements.

### Improve the program’s baseline

- ◆ update the “Situation Analysis of Women in the Philippines”
  - ◇ reflecting the strategic objectives of the Mission
  - ◇ framed by the contextual analysis method
- ◆ convene a donor/counterpart meeting to discuss the paper and obtain input/identify data sources

### Improve the baseline for projects

- ◆ following an in-house working meeting centered on the “Situation Analysis” paper, Evaluation Officer queries the sectors to identify data needs specific to sector objectives

- ◇ suggest that a linked, intra-household survey be designed and implemented to include:
  - ❖ gender differences in labor, income, expenditures, access to/control over resources, time availability, and decision-making
- ◆ provide specific training and technical assistance support to projects wherein the improved baselines (or current needs) imply that a consideration gender issues is important to project “success”
  - ◇ develop a local support capacity
    - ❖ training institutions in place, e.g. IIRR
    - ❖ skilled technical assistance available
    - ❖ both need to be oriented to the particular process and content requirements of USAID
    - ❖ scopes of work

### Oversight and support

- ◆ move ahead with the Senior Management proposal to form a WID Team
  - ◇ team proposal to Senior Management by August 31
    - ❖ to include Mission management, grantees/counterparts, point person per strategy, WID Officer, others (e.g., WID representatives from each office)
    - ❖ self-selection
  - ◇ designation of committee(s) by September 30
  - ◇ preliminary plan of action by October 30
    - ❖ get on the ANE Bureau’s and WID Office’s resource allocation agenda
  - ◇ resource allocation and research agenda by December 31
  - ◇ plan of action by May 31 for next BPD
- ◆ WID Officer
  - ◇ take care not to “burn-out” Ima
    - ❖ recommend an increase in WID Officers percentage of FTE devoted to gender issues
    - ❖ structure as a true coordinating function
    - ❖ think about employing a PSC to serve as WID Coordinator
- ◆ finally, there is the underlying issue of gender dynamics in this USAID’s workplace that might be addressed (suggested by current discourse re sexual harassment and strengthened by general state of affairs everywhere)
  - ◇ Mission could set an agency standard by holding a gender diversity workshop with follow-on

- ❖ downsides are cost and time (this must be done right)
- ❖ advantages are a “healthier,” more coherent workplace (more equal, more efficient, more participative)
- ❖ sense that, if proposed, Bureau/Agency would pick up the cost

## Appendix A

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### Participant Lists

#### *Senior Management*

*August 8, 1994*

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OD

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OD

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ORP

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*Capital Projects and Private Enterprise Support*

*August 16, 1994*

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## **Appendix B**

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### **Gender Responsive Planning: A Senior Management Working Meeting**

#### ***Purpose***

An action plan to guide the Mission's integration of gender and women in development concerns into its programs and projects.

#### ***Monday, August 8***

- |         |  |
|---------|--|
| 01:00pm | Registration   |
| 01:15pm | Welcome and introductions  |
| 01:30pm | Envisioning a gender responsive Mission <ul style="list-style-type: none"><li>✓ USAID's policy and mandates</li><li>✓ the ANE Bureau Gender/WID Plan of Actions<ul style="list-style-type: none"><li>◆ gender led and gender integrated programming</li></ul></li></ul>  |
| 02:00pm | Our action plan <ul style="list-style-type: none"><li>✓ best practices<ul style="list-style-type: none"><li>◆ USAID gender/WID accomplishments</li><li>◆ reflection on the experiences of Honduras, Malawi and Uganda</li></ul></li><li>✓ factors necessary to build Mission capacity to consider gender in development</li></ul>  |
| 03:00pm | Break  |
| 03:15pm | Our action plan...continued <ul style="list-style-type: none"><li>✓ setting capacity-building objectives<ul style="list-style-type: none"><li>◆ defining manageable interest</li><li>◆ forces that help, forces that hinder</li><li>◆ defining activities and resources necessary to accomplish the objectives</li></ul></li></ul> |
| 04:30pm | Next Steps <ul style="list-style-type: none"><li>✓ charting a work plan</li></ul>  |
| 05:00pm | Reflections and Summary  |

## Natural Resources, Agriculture and Decentralization Workshop

### *Purpose*

The goal of the workshop will be to develop technical skills to support the integration of gender/WID concerns into ONRAD's projects. The emphasis throughout the workshop will be on the "how to's" for appropriately and effectively involving and benefiting *both* women and men in these projects. The workshop will provide participants with analysis-based training and experience in gender-responsive project planning, management and administration and its objectives aim at:

- ❖ developing an improved understanding of how gender issues effect local governance, coastal zone management, and community forestry projects;
- ❖ articulating gender-sensitive objectives for planning, managing and evaluating these programs and projects; and,
- ❖ setting work plans for implementing these objectives.

### *Tuesday, August 9*

- |         |  |
|---------|--|
| 08:00am | Welcome and introductions  |
| 09:00am | Gender responsiveness in Missions <ul style="list-style-type: none"><li>✓ USAID's policy and mandates</li><li>✓ investigating the current situation</li></ul>  |
| 09:30am | Gender issues in local governance, coastal zone management, and community forestry projects <ul style="list-style-type: none"><li>✓ identify and interpret the gender issues (perhaps also those of age, ethnicity, class or race) that affect the achievement of development projects' purposes and outputs</li></ul> |
| 10:30am | Break  |
| 10:45am | Gender issues analysis...continued <ul style="list-style-type: none"><li>✓ identify the assumptions that exist about these issues and think about how to test the assumptions</li><li>✓ specify the changes required to achieve the development objectives of these projects</li></ul>                                 |
| Noon    | Lunch  |
| 01:30pm | Gender issues analysis...continued <ul style="list-style-type: none"><li>✓ explain the constraints to and opportunities for change</li></ul>   |
| 03:00pm | Break  |
| 03:15pm | Gender issues analysis...conclusion  |

- ✓ recommend actions that will effect the desired change, thereby increasing the likelihood of meeting the projects' purposes and outputs

04:45pm Reflections and Summary

***Wednesday, August 10***

08:00am Opening

08:15am 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 Implementation planning...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

Noon Lunch

01:30pm Implementation planning...continued

03:00pm Break

03:15pm Next Steps

- ✓ develop specific, time-bound plans for implementing the project changes you have proposed
  - ◆ responsibility charting

04:30pm Evaluation and Closure

## Voluntary Cooperation Workshop

### *Purpose*

The goal of the workshop will be to develop technical skills to support the integration of gender/WID concerns into OVC's grant projects. The emphasis throughout the workshop will be on the "how to's" for appropriately and effectively involving and benefiting *both* women and men in these projects. The workshop will provide participants with analysis-based training and experience in gender-responsive project planning, management and administration and its objectives aim at:

- ❖ developing an improved understanding of how gender issues effect OVC grant projects;
- ❖ articulating gender-sensitive objectives for planning, managing and evaluating these programs and projects; and,
- ❖ setting work plans for implementing these objectives.

### *Friday, August 12*

- |         |  |
|---------|--|
| 08:00am | Welcome and introductions  |
| 08:45am | Gender responsiveness in Missions  |
|         | ✓ USAID's policy and mandates  |
|         | ✓ investigating the current situation  |
| 09:15am | Gender issues in OVC grant projects  |
|         | ✓ identify and interpret the gender issues (perhaps also those of age, ethnicity, class or race) that affect the achievement of development projects' purposes and outputs |
| 10:30am | Break  |
| 10:45am | Gender issues analysis...continued   |
|         | ✓ identify the assumptions that exist about these issues and think about how to test the assumptions   |
|         | ✓ specify the changes required to achieve the development objectives of these projects   |
|         | ✓ explain the constraints to and opportunities for change  |
| Noon    | Lunch  |
| 01:30pm | Gender issues analysis...conclusion  |
|         | ✓ recommend actions that will effect the desired change, thereby increasing the likelihood of meeting the projects' purposes and outputs                                   |
| 02:15pm | Implementation planning: applying the analysis   |

- ✓ objectives
  - ◆ refresher on setting objectives
  - ◆ set gender-responsive objectives and integrate these into the projects
- 03:15pm Implementation planning...continued
  - ✓ activities and resources
    - ◆ define the activities and resources necessary to accomplish the projects' desired objectives
    - ◆ chart out and make changes to the projects' work plan, monitoring and evaluation plan, and/or scopes of work
- 05:00pm Break
- 05:30pm Next Steps
  - ✓ develop specific, time-bound plans for implementing the project changes you have proposed
    - ◆ responsibility charting
- 06:45pm Evaluation and Closure

## Population, Health and Nutrition Workshop

### *Purpose*

The goal of the workshop will be to develop technical skills to support the integration of gender/WID concerns into OPHN's projects. The emphasis throughout the workshop will be on the "how to's" for appropriately and effectively involving and benefiting *both* women and men in these projects. The workshop will provide participants with analysis-based training and experience in gender-responsive project planning, management and administration and its objectives aim at:

- ❖ developing an improved understanding of how gender issues effect integrated family planning and AIDS projects;
- ❖ articulating gender-sensitive objectives for planning, managing and evaluating these programs and projects; and,
- ❖ setting work plans for implementing these objectives.

### *Monday, August 15*

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| 08:00am | Welcome and introductions  |
| 08:45am | Gender responsiveness in Missions  |
|         | ✓ USAID's policy and mandates  |
|         | ✓ investigating the current situation  |
| 09:00am | Gender issues in integrated family planning and AIDS projects  |
|         | ✓ identify and interpret the gender issues (perhaps also those of age, ethnicity, class or race) that affect the achievement of development projects' purposes and outputs |
|         | ✓ identify the assumptions that exist about these issues and think about how to test the assumptions   |
|         | ✓ specify the changes required to achieve the development objectives of these projects   |
| 10:00am | Break  |
| 10:15am | Gender issues analysis...continued   |
|         | ✓ explain the constraints to and opportunities for change  |
|         | ✓ recommend actions that will effect the desired change, thereby increasing the likelihood of meeting the projects' purposes and outputs                                   |
| Noon    | Lunch  |
| 01:00pm | Implementation planning: applying the analysis   |

- ✓ objectives
  - ◆ refresher on setting objectives
  - ◆ set gender-responsive objectives and integrate these into your projects
- 01:45pm Implementation planning...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
- 03:00pm Break
- 03:15pm Next Steps
  - ✓ develop specific, time-bound plans for implementing the project changes you have proposed
    - ◆ responsibility charting
- 04:45pm Evaluation and Closure

## **Capital Projects and Private Enterprise Support Workshop**

### ***Purpose***

This workshop will provide an opportunity for OCP and PESO project staff and counterparts to carefully examine the implications that gender issues may have for their infrastructure and economic growth projects. Participants will leave the workshop with an improved understanding of how to integrate gender considerations into their work.

### ***Tuesday, August 16***

- 01:30pm Welcome and introductions
- 01:45pm Gender responsiveness in Missions
- ✓ USAID's policy and mandates
  - ✓ investigating the current situation
  - ✓ identifying salient gender issues
- 03:30pm Break
- 03:45pm Planning to include gender concerns in infrastructure and private enterprise support projects
- ✓ identify the structural and process elements necessary for building institutional capacity to routinely consider gender in these projects
  - ✓ set capacity-building objectives
- 05:00pm Reflections and Summary