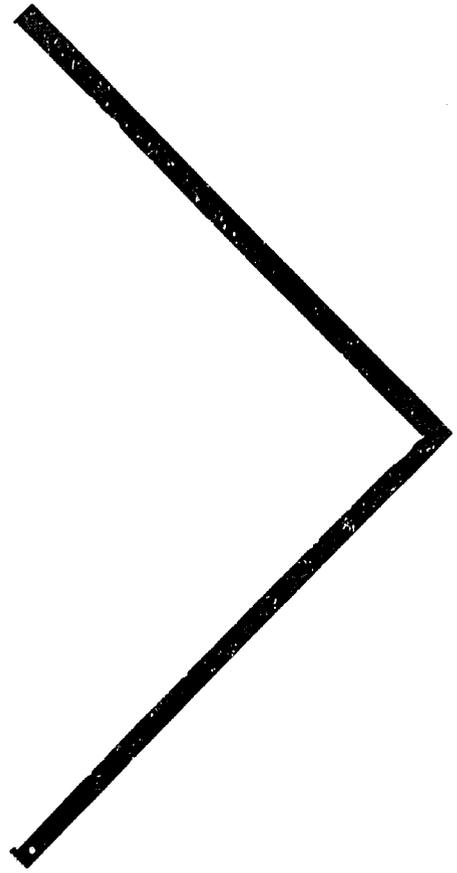


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GENESYS



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**"THE GENDER DIMENSIONS
OF PROGRAM EFFECTIVENESS"**

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TRIP REPORT

"The Gender Dimensions of Program Effectiveness"

REDSO/WCA Workshops in West Africa

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GENESYS

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GLOSSARY OF ACRONYMS

ADB	African Development Bank
AFR	A.I.D./Washington, Africa Bureau
AFR/ONI	A.I.D./Washington, Africa Bureau, Office of New Initiatives
API	Assessment of Program Impact, the annual report from USAID missions to A.I.D./Washington on program performance
CPSP	Country Program and Strategic Plan
DFA	Development Fund for Africa
DHS	Demographic Health Survey
GAD	Gender and development
GENESYS . . .	Gender in Social and Economic Systems project of the Office of Women in Development
M/E/R	Monitoring, evaluation and reporting activities
PIR	Project Implementation Review
PPA	Program performance assessment
PRISM	Program Performance Information for Strategic Management project
R&D/WID . . .	Bureau of Research and Development, Office of Women in Development
REDSO/ESA .	Regional Economic and Development Support Office for East and Southern Africa
REDSO/WCA	Regional Economic and Development Support Office for West and Central Africa
USAID	United States Agency for International Development - a local A.I.D. mission
WID	Women in Development

I. EXECUTIVE SUMMARY

Two regional workshops were organized in West Africa in March 1993 at the request of the Regional Economic and Development Support Office for West and Central Africa (REDSO/WCA) to develop A.I.D. staff skills and knowledge in analyzing and planning for the gender dimensions of country programs. The workshops were conducted by Management Systems International (MSI) through the Program Performance Information for Strategic Management (PRISM) and Gender in Social and Economic Systems (GENESYS) projects with funding provided by REDSO/WCA and the R&D Bureau's Office of Women in Development. Assisting the consultants were the Washington and West African Regional AFWID Advisors and the Director of the GENESYS project.

A total of thirty participants attended the workshops which represented seven USAID missions, the REDSO/WCA, the World Bank and the African Development Bank. The participants were selected on the basis of their involvement in program-level planning and monitoring. The group included USAID Program Officers, mission economists, evaluation officers and REDSO sectoral advisors.

The workshop utilized a highly participatory approach designed to develop participant skills in gender analysis and the evaluation of program logframes and measurement systems. Case studies developed from current USAID program and project logframes formed the basis of the extensive group work. A specific output of the workshops were participant-generated recommendations for improved gender-integrated Country Program and Strategic Plans (CPSP) and Assessments of Program Impact (API) guidelines, which the Africa Bureau WID Working Group will consider in formulating 1993 guidance. These recommendations and a compilation of the participant evaluations are included in the appendices of this report. Also included in the appendices is an outline of the workshop training design which may be of interest to other trainers involved in regional and PRISM-sponsored training efforts.

During the consultation, the training team provided technical assistance to six attending missions. The purpose of this assistance was to examine gender dimensions in each mission's program-level monitoring, evaluation, and reporting (M/E/R) systems. In certain cases, project-level planning that would feed program reporting was discussed. These interventions are summarized in its own appendix.

This activity demonstrated the effectiveness of organizing in-depth seminars that focus on the analysis of gender dimensions in strategic planning and program monitoring systems. The workshops also helped develop participants' skills in socio-economic and cultural analysis in the context of M/E/R activities. The recommendations generated for CPSP and API guidance and the discussion of how to operationalize "WID strategies" within USAID missions will inform the work of PRISM and GENESYS and is of potential benefit to REDSO and AFR.

This experience bears out that GENESYS and PRISM can work effectively to bring better focus and attention to program-level gender considerations in development. With their increased knowledge and skills USAID program staff may address the goals of the Development Fund for Africa (DFA) more coherently with increased focus on greater people-level impact.

II. WORKSHOP OVERVIEW, FINDINGS AND RECOMMENDATIONS

A. Background

The two workshops described in this report are the result of a request and buy-in from the REDSO to the GENESYS project to develop the capacity of REDSO/WCA Mission program staff to consider gender in impact measurement and evaluation of A.I.D. activities. The original request for services was made in 1990 when the REDSO first recognized that the ability to measure people-level impact was confounded by the fact that gender, which is a major variable to be considered in program performance, was not systematically included in program analysis. As the DFA and PRISM have progressed in their objectives it became apparent that these workshops could help not only develop skills of the REDSO personnel but also inform the larger work of PRISM worldwide. As a result, GENESYS and PRISM staff decided to organize two joint PRISM/GENESYS workshops "Gender Dimensions of Program Effectiveness" being funded by REDSO/WCA and conducted by consultants from both projects. The Washington and West African Regional AfWID Advisors and the Director of the GENESYS project served as resource persons.

The two workshops were designed to reflect different stages of monitoring in the region and were based on the results of a pre-workshop needs assessment visit. This work was conducted in December 1992 in Abidjan, Banjul, Dakar and Lome by Janet Tuthill and Mona Fikry of MSI.

Missions engaged in developing program measurement systems were invited to the Abidjan workshop held from March 8 through 11, 1993. The missions represented were: Burkina Faso, Côte d'Ivoire, Togo and the REDSO/WCA. The sixteen attending participants at this workshop included three participants from the World Bank and the African Development Bank.

Missions with more fully developed program measurement systems were invited to the Banjul workshop from March 22 through 25 in Banjul, the Gambia. Fourteen participants representing the Gambia, Senegal, Guinea and Niger missions attended this workshop.

The relationship of gender analysis to the project-level has been well understood and applied for years however the program-level linkages have been less well examined. The program planning work by missions, while attempting to consider gender, has not always

been effective in weaving gender analysis into the planning process. Gender sensitive planning would help identify program performance indicators which consider gender differences. The key goal of the workshops was to demonstrate that, by systematically considering socio-economic and cultural factors in program planning, development monitoring can promote greater program effectiveness and people-level impact. In addition, monitoring and evaluation systems that are informed by gender analysis will do a better job of telling development professionals whether they are addressing themselves to the appropriate target groups, thereby increasing the likelihood that their program and project-level objectives.

B. Overview

The workshops were facilitated by Janet Tuthill and Drew Lent representing respectively, the PRISM and GENESYS projects. Assisting the facilitators in large group presentations and small group work were Fatou Rigoulot, the West Africa Regional AfWID Advisor, Pietronella van den Oever, the GENESYS project director (at the Abidjan workshop) and Mary Picard, the AfWID Advisor at AFR/ONI (at the Banjul workshop). The two workshops had similar training designs (see Trainer's Notes in the appendices) that sought to achieve four key objectives (see box). It is important to note that each workshop was unique in that the specific cases of program logframes and treatment of the training material was tailored to the specific level of experience of the attending missions.

The sessions on Day One (see Workshop Schedule on page 4) served to quickly establish for the participants the current status of the DFA and GAD (gender and development) concepts and then analyze the role of socio-economic variables in informing the selection of strategic-level objectives and targets.

The second day of training built on the previous work by looking at ways of selecting appropriate indicators as well as the related issues in planning data collection. A key learning in Day Two's program was the use, and more importantly the analysis, of sex-disaggregated data in program measurement. At the end of Day Two each country representative was asked to determine specific issues/objectives that would form the basis of Day Three's country-specific task forces. Day Three's work groups were based on the application of the previous session's learnings and designed to produce tangible

"Gender Dimensions of Program Effectiveness"

WORKSHOP OBJECTIVES

1. Participants practice skills in gender analysis and apply them to program measurement.
 2. Participants incorporate gender dimensions into individual country program measurement systems.
 3. Participants develop expanded CPSP/API guidelines which include gender dimensions.
 4. Participants identify ways to have WID strategies reflect country program analyses.
-

results useful within each mission's portfolio.

During Day Four the group discussed their individual findings and formulated recommendations for improved CPSP/API guidelines. A discussion of how gender integration could be better implemented within the context of each mission's program concluded the work. This discussion outlined how missions might respond to the WID Congressional Mandate in a manner consonant with the mainstream of missions' strategic planning and monitoring activities.

The outline below shows the logical flow of the workshop's sessions:

WORKSHOP SCHEDULE

	Monday	Tuesday	Wednesday	Thursday
a.m.	Opening, Introductions and Orientation Session 1: Setting the stage <ul style="list-style-type: none"> • Concepts of gender considerations in development • Update of the Development Fund for Africa monitoring Session 2: Gender Analysis and Program-level Objectives	Session 2 continued: Strategic Objectives and Target Indicators Data and Gender Analysis: A Presentation Based on Local Country Data Session 3: Gender and Data Measurement	Session 5 continued: Mission-specific Work Groups	Presentation of AfWID Activities in REDSO/WCA Session 6: Development of CPSP/API Guidelines Session 7: Program Integration of Gender Strategies
	<i>Lunch</i>	<i>Lunch</i>	<i>Lunch</i>	<i>Lunch</i>
p.m.	Session 2 continued Reflections on Gender Analysis	Session 4: Data Collection Planning Issues Session 5: Preparation for Mission-specific Work Groups	Session 5 continued	Session 7 continued Evaluation and Closure of Workshop

Prior to the training team's departure, the Africa Bureau WID Working Group had expressed its full support of this activity. They agreed to consider the adoption of the participants' specific recommendations for improvement of the bureau's CPSP and API guidelines which better consider socio-economic and cultural variables such as gender, age, ethnicity, geographical location and class. These recommendations are included in the appendix.

In order to inform the mission-specific work during the third day of the seminar, participants were asked to come to the workshop prepared to work on specific issues in their program. This included descriptions of country program data collection systems, copies of their most recent CPSP, API, WID Action Plan, any available country baseline data analyses and descriptions of new or revised project-level activities which would be sources of country program data.

Each participant was provided with a participant manual that included training and reference documents. The manual provided documentation on key concepts in gender and development, the DFA, gender analysis and program planning tools and a selection of sector-specific gender analysis documents.

C. Outcomes

1. The training team was surprised to note that many participants had not yet understood A.I.D.'s central shift in attention from WID to GAD, even though this central message has been represented to missions and bureaus through the WID Office's various GENESYS training activities over the past four years. Apparently the perception remains, that this topic is still rooted in the prescriptive approach to the use of resources as advocated by WID strategists of the 1970s. Participant reaction was typically relief and support for the sound intellectual arguments that make up this more analytical approach. The discussion of the three key arguments in support of gender considerations - equity and efficiency leading to sustainability - proved to quickly and effectively establish a sound basis for the practical applications of these analytical skills and concepts during the small group exercises.

The workshop participants, all of who had concrete field experience, supported the notion that a broad-based socio-economic and cultural analysis prior and during program planning will lead to an increased ability to "focus and concentrate" development efforts and that these efforts can assure measurable people-level impact. It was recognized that gender analysis skills are key to planning for people-level.

2. The workshop participants made particularly insightful recommendations for improved CPSP and API guidelines (see list in Appendix D). Both groups of participants demonstrated a high degree of interest and motivation in performing this task. In addition, their suggestions on how to better integrate gender considerations into the mission's management will inform the work of the GENESYS project, the AfWID Advisors and WID Advisors Agency-wide.
3. These workshops demonstrated the effectiveness of the participatory seminar design in providing a useful forum, during which development professionals can focus on the gender dimensions of planning for impact and draw their own conclusions. A compilation of specific "Suggestions for the Integration of WID Strategies into Mission Planning, Analysis, implementation and Monitoring" has been presented in Appendix E.

D. Recommendations

1. Inform the AfWID and the geographical bureau WID Advisors of this activity's findings so that they may discuss with their colleagues the relevance of gender analysis in country program strategic planning and M/E/R systems to the attention. Other A.I.D. groups (e.g., REDSO/ESA, PRISM, individual bureaus, etc.) might also find this training design worthwhile for their institutional development efforts.
2. Consider adapting several of the workshop sessions and/or preparing a presentation on this activity's findings for use in the PRISM teams' TPMs (team planning meetings) and in-country interventions. This will serve as a way to assist consultants and mission staff to better focus on equitable, effective and sustainable program activities.
3. Look for examples of readily understandable and appropriate gender analyses in country program planning and monitoring and determine ways to disseminate these examples to interested missions through PRISM or GENESYS.
4. As outlined in REDSO's Project Implementation Order, develop follow-on activities to support participating missions' capacity to implement participants' recommendations.

Appendix A

Participant Lists

Participants attending the workshop in Abidjan, March 8 to 11, 1993:

REDSO/WCA:

1. Bill Rideout, acting Human Resource Development Officer
2. Medjomo Coulibaly, Education and Human Resources Advisor
3. Oren Whyche, Private Sector Advisor
4. Idrissa Samba, Environmental Advisor
5. Rene Lemarchand, Governance Advisor
6. Lydie Boka Mene, Program Specialist, REDSO Côte d'Ivoire program
7. James Walsh, Project Development Officer
8. Jennifer Notkin, Project Development Officer
9. Robert Boncy, Project Development Officer

USAID/Togo:

10. Gerard Kambou, Program Economist

USAID/Burkina Faso:

11. Michael Bertelsen, Chief of Party, ARTS Project (agricultural economist)
12. Perle Combary, Population Coordinator
13. Sally Sharp, Program Officer

Other attending institutions:

14. Moussa Coulibaly, Health Expert, ADB, Health Unit
15. Charles Lufumpa, Senior Economist/Statistician, ADB, WID Unit
16. Ousmane Sissoko, World Bank, economist

Participants attending workshop in Banjul, March 22 to 26, 1993:

USAID/The Gambia:

1. Omar Jallow, Program Manager/Technical
2. Barbara Jensen, Human Resources Development Officer
3. Mary Lew, Controller
4. Cathy Lienhart, Financial Analyst Advisor
5. Ida M'Boob, Project Management Assistant
6. Nancy McKay, Project Development Officer
7. Satang Tall, Participant Training Assistant
8. Fred Witthans, Program Officer

USAID/Guinea:

9. Mariama Cire Bah, Health, Population, Nutrition Assistant
10. Hadja Arabyou Diallo, Training Assistant
11. Rebecca Niec, Project Development Officer

USAID/Niger:

12. Richard Macken, Project Development Officer

USAID/Senegal:

13. Madiodio Niassé, Social Scientist

AID/AFR/ONI:

14. Mary Picard, AfWID Resident Advisor

Appendix B

Evaluation Summaries

ONGOING EVALUATION RESULTS:

At the end of Day One, the participants were asked the following question:

- Reflections -

In your opinion what, if anything, did you take away (new or major learning) from today's session regarding gender analysis?

The participants' written "reflections" provided the training staff with concrete feedback on the progress of the training. Their statements were read verbatim to the group at the beginning of Day Two and served as a recapitulation of the first day's work.

There was a great deal of similarity among the participants' response to the reflections question. Of the twenty respondents, ten mentioned their discovery and/or increased appreciation A.I.D.'s shift of focus from WID to GAD. Nine other spoke to their increased understanding of the importance of performing gender analysis at the program level. Some illustrative examples follow:

"During this session, I was convinced that the notion of gender is not merely limited to sex differences. Furthermore, we examined an instrument that obliges the design of programs that take into consideration the on-the-ground situation".

"(I learned) two things:

- Greater need to get a better view of current status or state of affairs in project design activities.
- GAD's approach tends to bridge the gap between economic and sociological analysis and quantitative and qualitative research".

"Before coming to Banjul, I thought that I was the only WID Officer facing problems to define a gender strategy. During this first day I've discovered that integrating gender issues into the mission's strategy is a difficult exercise for other missions".

"The lesson I learned today about Gender Analysis is the importance of men and women working as a group and that when it comes to the selection of gender there should be no favoritism".

COMPILATION OF FINAL EVALUATION RESULTS:

ABIDJAN WORKSHOP

1. Please give your opinion about the usefulness of the training for your work.

Four respondents mentioned that the "gender" concept provided them with an improved approach to program/project analysis. One noted that she had not always used sex-disaggregated data that she knew was available. Another stated that gender analysis "sheds light on targets and outcomes" and therefore is very relevant to development planners.

Two people mentioned that gender is a major factor in all sectors and another pointed out the importance of integrating men and women in planning environment and natural resources activities.

One respondent stated that he had previous experience in program M/E/R and was familiar with gender issues prior to the workshop.

2. In your opinion, what were the most helpful sessions?

Four respondents reported that the case studies were the most helpful session and two commented that the case exercises were important in helping them conceptualize and justify the importance of applications of gender analysis in program planning. The concrete nature of the cases were useful to the understanding of the concepts.

Two people responded that the session on WID leading to GAD provided a more relevant and complete understanding of the place of these issues in development planning. One person mentioned that the concept of GAD provides easier linkages between the project and program levels.

Two respondents stated that all the sessions were helpful.

One person stated that the course documentation was most helpful and another cited the session on data collection issues.

3. Which aspect of the training could be improved?

A variety of improvements were suggested although there was little agreement among the respondents. Two mentioned the need for better time management in plenary sessions. Two others wanted the CPSP/API guidance session improved but neither said how. One of the two cited that he was primarily involved in project-level activities so this session was not relevant to him.

One person urged the trainers to "be relentless" in forcing participants to come up with the gender aspects of the problems being discussed instead of allowing discussion of broader development issues. Another mentioned that the concept of gender was often reduced to the distinction of sex in the discussions.

Other single suggestions were:

- more focus on evaluation and its feedback element
- more on the country-specific sessions
- more on the logframe technology
- invite 1 or 2 members of beneficiary groups to attend the workshop

These responses were taken into account by the trainers in adjusting the workshop design and content of the Banjul workshop.

BANJUL WORKSHOP

1. Please give your opinion about the usefulness of the training for your work.

Three respondents stated that the workshop was an excellent learning experience in current thinking about gender and development and that they had gathered important new information on the subject. Another respondent stated it very succinctly:

"I found the course extremely helpful. It's given me an entirely different way of looking at WID, one based on gender considerations that include both men and women." - PDO/WID officer

One of these participants pointed out that the "efficiency and sustainability" arguments for considering the gender variable in development were new and particularly useful to her. This comment coincided with the reaction of several participants during the morning of Day One.

Two other participants noted that workshop had been a great opportunity to exchange experiences and learn from other USAIDs in the sub-region. They pointed out that the examples of project activities and mission WID strategies would help them better incorporate gender in their own work.

One respondent noted that due to this training there now existed an informed network of country staff interested in gender dimensions of USAID's work.

Other individual reactions to the workshop could be divided into two levels of interest - program and project-level - in accordance with the participants' different areas of responsibility. Program-level observations included these comments about the workshop:

- it provided useful background about the formulation of mission strategy and program monitoring
- "it helped to broaden my perspective on gender issues and the factors that serve to indicate if the mission is giving full consideration to gender in it's program"
- " a better view of how to develop a WID strategy in a mission assuming that we get support from the front line"

Project-level observations about the usefulness of the course included:

- how to consider the gender dimensions of mission training plan
- this training will help me better manage my project including "gender considerations in all steps of implementation, monitoring and evaluation of family planning and AID's prevention project"
- "I will be able to apply GA in my project Financial Sector Restructuring given time"
- "The training will help me be more conscious of gender analysis when I get involved in selection of participants for training and also in contributing ideas to (the) SOW for handicrafts project"

2. In your opinion, what were the most helpful sessions?

Five participants cited the session on improving the CPSP/API guidelines (Friday morning session) noting that these improved guidelines will have real impact if used by AFR.

Three other respondents noted that the most useful session was the presentation on how WID has evolved to gender considerations.

Three participants stated that the country-specific sessions had been especially useful to them. Several of these sessions were attended by participants from other countries and they noted the value of getting new ideas for their country program.

Three participants most appreciated having access to other countries' experience and practices in WID.

Two respondents cited the strategic objectives analysis session (on Day One) as most useful. Two participants mentioned the Friday sessions (on the CPSP/API guidelines and integrated "WID strategy") as being valuable in pulling the course content together. The integrated "WID strategy" session was also cited as most useful by a third participant.

One person found the clarification of indicators and the review of information needed for

monitoring (Day Two) to be the most useful session.

3. Which aspect of the training could be improved?

There was no replication of suggestions for improvement of the workshop. The single comments are summarized below:

- the training was too short for the amount of content covered
- have participation by more countries
- have participation by more levels of USAID people including project and program staff
- have more FSN participation - those present needed more encouragement from trainers to speak
- give more forethought about timing to avoid the end-of-Ramadan holiday
- provide concrete mission data and API analysis including the use of good and bad examples of indicators in the workshop
- utilize more of the "rich" background documents in training materials
- have more facilitators "by sector" to have been able to focus sessions on for instance natural resources management issues
- "The logframe sessions need to be more focused. We spent more time discussing whether the logframes were any good than looking at ways of including gender dimensions in them. You need to find some logframes that already address gender issues or to which gender dimensions can be added fairly easily".

Appendix C

Notes on Results of Mission-specific Sessions

Abidjan Workshop

USAID/BURKINA FASO

The program in Burkina Faso is not required to do API reporting, but the attending staff expressed interest in upgrading the mission's reporting done in the PIR process in order to represent impact measurement. The two major portfolio activities in health and in farming systems research (FSR) were represented at the workshop and were discussed in the context of providing higher level impact reporting for the mission. It was suggested that the agricultural program (FSR) revise its current logframe purpose level indicators to measure impact as they are currently a restatement of project outputs. This would provide the project some basis to monitor annual impact progress as well as report to the mission. The project has significant opportunity for gender analysis since it includes sex-disaggregated data and analysis in its rapid appraisal data collection work with farmers. The training team was able to suggest additional data sources on farm practices available regionally to the Project Advisor.

The health program in Burkina is currently administering the DHS and suggestions were made as to how to proceed with gender analysis of the results once they are provided. The project is using gender analysis to more appropriately target information, education and communication (IEC) interventions and family planning activities. The need to include more information on both sexes in targeting condom distribution programs was also discussed. The primary recommendation made was to select a more limited number of indicators to track impact since the project collects large amounts of data and its analysis could quickly absorb inordinate amounts of the technical advisor's time. Selective use of key indicators was recommended for PIR reporting.

USAID/COTE D'IVOIRE

Since the training team was planning to spend three intensive days, post-training, with the Côte d'Ivoire Mission to work on the refinement of a program objective tree, consultations during the workshop were held to provide the consultants with background on the status of the mission's strategy development (a concept paper is under development currently). Mission staff provided sectoral information in the areas of environment and education and the REDSO Program Office briefed the team on other donor activities as well as outstanding constraints in program development. This information was a very helpful starting point for the work which followed the workshop March 12-16.

An internal memo was provided to the Program Officer at the end of the Côte d'Ivoire consultation. A summary of the main decisions and next steps in the program process development follows:

- The mission has elaborated a two option program logframe objective tree which lays one option for a focus country funding level versus another scenario of more limited impact. Internal review of the two strategic objectives (SOs) by the technical offices will continue until the PPA team arrives in early April.
- Gender analysis, as part of the concept paper preparation, is probably appropriate after the mission has an idea of which level of funding they will be operating on. At that stage, the program objectives will be clearer and specific indicators will come to light. Lydie Boka Mene participated in the recent workshop held by REDSO and would be a good person to take the lead in applying competent sex-disaggregation to appropriate indicators and in determining which parts of the strategy will be most influenced by the application of gender analysis.
- Besides SO1 (health/population), measures of service delivery and interest group participation would benefit from sex-disaggregation and data analysis. A full gender analysis of the choice of strategies in the SO3 (natural resources management) domain would also seem important if that sector becomes part of the final strategy. Idrissa Samba also attended the gender workshop and has materials on gender analysis in the NRM sector which I feel confident he could apply to an eventual strategy choice.
- Sex-disaggregation of subgoal measurement would also seem useful.

USAID/TOGO

Attention focused on the selection of an appropriate amount of indicators to measure the mission's single strategic objective in health and family planning. The matter of when sex-disaggregation of data might or might not be useful was considered. Review of a preliminary baseline data collection effort by an outside firm was undertaken by the training team, with specific recommendations made as to how to improve the product received by the mission in the future and a discussion of problems related to the availability of data in Togo. The uses of the DHS formed part of the discussion. The mission has identified a large number of indicators for the health sector and was advised to try to limit the number of indicators to be used for DFA monitoring to allow for an appropriate balance of time between data collection and analysis of results. The democracy governance target of opportunity was used as a case exercise in the training and the mission took the results of the group's analysis home to use in further differentiating the objectives and indicators for this activity.

BANJUL WORKSHOP

USAID/Guinea

The Guinea mission sent three representatives to the workshop who were eager to learn from the other attending missions. Guinea hopes to develop a work plan for improving both gender analysis and WID strategy in their program. An updating of the mission's strategy to include more gender dimensions will be one of the mission's planned actions in the near future. Considerable sex-disaggregation is included in the API, but additional improvements were suggested particularly to include information on both sexes in a number of the indicators. The Guinea team obtained practical suggestions on development of a mission WID committee and gender analysis review process.

USAID/Gambia

The training team met with the hosting mission prior to the training and discussed the relevance of the last WID Action Plan to the existing portfolio. Assistance was requested in evaluating the objectives, project design and baseline monitoring system of the mission's agriculture and natural resources (ANR) component in order to identify gender analysis needs and the potential for sex-disaggregation over time. The training team provided the mission with an analysis of gender issues in this sector and discussed specific monitoring needs as the new ANR activities come into implementation. The workshop used the project paper logical framework for the Gambia ANR activities as a case in the workshop sessions and from this the mission was able to get some additional insights provided by the participants' analysis.

USAID/Niger

The mission requested assistance in evaluating its WID Action Plan and WID Mission Order in light of its current DFA strategy. The training team met with the mission WID officer. They were also assisted by the representatives from Guinea and Senegal in formulating some analysis of Niger's progress. The group complimented Niger on the work that the mission's Gender Committee had accomplished in producing the various documents reviewed in the training. The group felt that both the Action Plan and the Mission Order could benefit by adding, to the documents where they discuss women's participation, a discussion of the efficiency dimensions of gender inclusion. Specific suggestions were made to increase the use of gender analysis as well as reporting in the mission's portfolio. Their API included sex-disaggregated indicators which were applied to appropriate objectives.

The mission representative noted that, as a result of the workshop, he had been able to obtain an understanding of the differences between gender analysis and WID targeting and that he would be revising mission documents in the future in order to encourage greater use of gender analysis in portfolio and project decision-making.

USAID/Senegal

The group reviewed the mission's Gender Action Plan which was characterized as a potential model for other missions for the integration of country program objectives and WID objectives. Discussions focused on expanding the analysis of women's productivity in the document and increasing emphasis on the efficiency argument for gender integration, which is central to the success of the program strategy in Senegal. The program is focused on health/family planning, natural resources management and liberalization of agricultural markets. The mission WID officer will be focusing on creating a WID committee and involving key offices in the mission in gender monitoring and improved targeting of women's role in programs where it is essential for their success.

Appendix D

TO: Africa Bureau WID Working Group

FROM: Gender Considerations in Program Effectiveness Workshops
Abidjan March 7-11, 1993 and Banjul March 22-26, 1993

RE: Suggestions for Updating of CPSP and API Guidance to include Gender Dimensions more explicitly

DATE: March 29, 1993

During the course of the Gender Dimensions workshops sponsored by REDSO/WCA in March 1993, the participants from REDSO and the seven missions represented at the workshops (Burkina Faso, Cote d'Ivoire, Togo, Guinea, Niger, Senegal and The Gambia) prepared some recommendations for consideration by your group. The training team has synthesized these recommendations for your consideration in revising the guidelines or issuing supplemental instructions this summer.

It should be noted that the participants in the workshops were very enthusiastic and forthright in their discussions on this topic and voiced their appreciation for the opportunity to influence the process in the Bureau.

You will note that there are more recommendations concerning the CPSP process than for the API. This reflects concern for integrating gender analysis into the planning and decision-making process as early as possible.

CPSP Recommendations:

--Instead of a separate gender analysis section, gender dimensions should be considered for each part of the CPSP.

--In section I of the CPSP gender considerations should be included in political, economic, social and legal analyses.

--Section II could focus more on people level impact factors giving gender considerations full attention.

--In the analysis of work of other donors, gender considerations could be included in section III.

--Section IV data analysis should include gender disaggregation as appropriate.

- Section V should gender-disaggregate where it makes sense to do so.
- Section VI would benefit from greater emphasis on groups of people.
- Research for CPSP use should be undertaken ahead of time to provide lead time on issues related to gender. This would be facilitated by the use of local researchers familiar with gender dimensions in the country.
- Careful analysis of expected participants so that more discussions can be held which involve both sexes on expected outcomes of strategies.
- When background information on gender is missing, research should be done to fill the gap, not abandon the sector of intervention because it requires gender analysis.
- When the dimensions of the objective tree are determined, gender questions should be addressed.
- Analyze the potential for catalyzing change which can often include gender dimensions such as work force composition changes.
- Care should be taken to analyze the degree of equity in the distribution and control of resources.
- The mandated programs instructions in the CPSP guidance provides and opportunity to expand the use of gender analysis in the preparation of the CPSP.
- The current guidance focuses more on equity issues for gender analysis and does not give much attention to the efficiency and sustainability issues related to adequate gender analysis.
- The CPSP should include a discussion of the rationale used to relate gender issues to the overall mission strategy: which sectors or objectives are affected and why.
- Specifically on page 9 of the CPSP guidelines: para 2 should include gender issues as part of overall analytic needs.
- Language should shift from *suggesting* to *expecting* sex-disaggregation of data.
- The role of gender analysis and its relationship to WID strategies should be discussed to explain that WID is not a sector.
- Annexes to the guidance could provide minimum and maximum scenario examples of the use of gender analysis in strategic planning and measurement. This could assist missions in trying to determine what is absolutely needed and how much is considered enough. (An example of necessary versus sufficient).

API Recommendations:

- Where it makes sense, disaggregate baseline and monitoring data by gender and other key socioeconomic variables (ethnicity, occupation, etc).
- Add a table giving key indicators for the country by gender. These could include: education levels, life expectancy, infant mortality, income, occupational sectors, political participation and others.
- Checklists could be developed for specific sectors to assist in the selection of adequate sex-disaggregated indicators (e.g. health, water, environment, agriculture).
- Overall the APIs need to move from reporting on women to reporting on gender differences so that data can be seen in context.
- The API could benefit from some concrete examples of how gender analysis should be reported and which kinds of indicators should be sex-disaggregated.
- Like the CPSP, the API needs to reflect efficiency and sustainability concerns not just focus on equity reporting.
- When reporting on progress toward meeting strategic objectives, gender constraints should be analyzed at the same time and discussed in Section 1.
- The gender equity-efficiency-sustainability equation as part of measuring people level impact could be added to the primary purpose of the API under the DFA.
- Missions which do a good job on gender analysis of results should receive kudos and more complete feedback on quality of reporting.
- References to disaggregation should be described as expected instead of encouraged.

Appendix E

Suggestions for the integration of "WID strategies" into mission planning, analysis, implementation and monitoring

During the workshops, the attending missions addressed the need to use gender analysis and monitoring strategically in the management of the mission portfolio. The participants were invited to generate a set of specific suggestions for incorporation of gender analysis, WID strategies and sex-disaggregated monitoring into overall country program planning at impact and individual activity levels. Their suggestions are presented here:

- Missions should take the opportunity to report to themselves through an appropriate mechanism (PIR¹, gender or WID working group or committee) on whether gender issues are being addressed and how.
- PIDs, PPs, PIRs and other appropriate documents should include gender analysis. Annual reports within the mission should be made on the level of inclusion of gender analysis in relevant documents in order to track progress.
- More specific instructions on gender analysis should be incorporated into the social soundness analyses prepared for new projects.
- Scopes of work for PIDs, PPs, evaluations, etc, should systematically include gender analysis in a specific way with key questions identified which have gender dimensions or require sex-disaggregated information and analysis.
- For the Africa Bureau, the process of gender analysis should begin with the Section I of the CPSP where the intervention choices for the portfolio focus are being made.
- Project training plans should include gender targeting and a discussion of the gender requirements of the planned activity over time so that sustainability is not adversely affected by insufficient training of one sex.
- Since gender is one of several key socio-economic variables which determine program success and sustainability, adequate budget allocations to include in-house social science skills within the mission should be seriously considered.
- Overall mission strategies for human resource development and training should consider gender within each sector to determine if special targeting is required.

¹ **Acronyms used in this appendix:**

PP = project paper

PID = project identification document

PIR = project implementation review

NGOs = non-government organizations

Representation by sex in long-term training as well as short-term should be considered when plans are made.

- Mission staffs should receive basic gender analysis training so that they can apply some of the analytic skills to their sectoral or managerial responsibilities.
- The clear definition of indicators at program and activity level will allow for better sex-disaggregation and a better evaluation of the need for gender analysis of outcomes.
- To increase the likelihood of relevant gender considerations being integrated, local social scientists should be sought for work on technical assistance teams both long and short term.
- The allocation of training resources by sex should be carefully monitored over time to analyze trends.
- Both host government and contractors implementing projects need to be gender cognizant so that they will know when sex-disaggregated monitoring is needed and whether gender analysis can contribute to project or program success and sustainability.
- The policy dialogue agenda in a country may need to include gender issues when discussions are held with host government, NGOs, local organizations and groups, etc.
- Occasionally grant agreements may need to spell out gender requirements in conditionalities.
- The degree of involvement of women can serve as a leading indicator of project or program success for certain sectors.
- The large numbers of indicators used in impact or project measurement should be winnowed down to a few key ones including those which require sex-disaggregation.

There was extensive discussion in the sessions as to whether a separate WID or gender strategy document was needed to ensure adequate gender analysis. Some felt that conscientious integration across programs and activities was the key along with careful monitoring of results. Others advocated a separate document which would call attention to both gender analysis and targeting needs and force comparison of results over time. No consensus was reached on this issue and the seven missions represented at the workshops exhibited a range of choice on this issue. There may be cases where both approaches are needed in order to focus attention regularly on analysis and monitoring.

Appendix F

Trainer's Notes for REDSO/WCA PRISM/GENESYS WORKSHOPS

"Gender Dimensions of Program Effectiveness"

Day One - Monday

<i>time</i>	<i>activity</i>
9:00	Participants assemble Greet participants and distribute name tents Distribute participant address list
9:15	Opening comments by hosting official
9:30	Participant introductions: Procedure: Introduce self to others in plenary noting: 1) name, 2) function 3) previous experience in program measurement 4) what you hope to get out of this workshop 5) what will get in the way on my full participation (barriers) in the workshop and 6) how I propose to handle this.
10:15	Orientation a. review workshop objectives and program noting that we will focus on two levels of measurement: impact (program) and activity level
10:25	Warm-up exercise: "Fact or Fancy" in groups of three participants
10:45	break
-- Session One --	
11:15	Review of key concepts in Gender Considerations a. WID vs GAD (flipchart showing the three key arguments: equity, efficiency and sustainability) b. Gender doesn't = sex. Sex is biological (we're born with sex not gender, gender roles may change and be multiple) gender is sociological c. Socio-economic & cultural analysis also includes other important variables: age, ethnicity, caste, class

11:35 Review of the DFA M & E status to date
Progress in M & E to date - in integrating the methodology
& in reporting results - sharing of mission experience

-- Session Two --

- 12:00 Gender analysis and program-level objectives
- a. Guided discussion of socio-economic variables that must be considered concluding with a brief review of the GIF
- 12:10
- b. Describe overall session task (To look at the relevance or irrelevance of considering the gender variable when identifying program objectives (strategic and targets) to be conducted in 2 or three small groups)
 - c. Distribute case (a program logframe from Mali or Guinea) for reading
- 12:30 Lunch
- 14:30
- d. Break into group and review group task:
Analyze the strategic objectives in the case and respond to the following questions:
1) What factors influence achievement of the strategic objective?
2) Evaluate each strategic objective and target for the need to include gender? If necessary, modify the objective statement.
3) Determine how you will measure each (this part of task will be done during the morning of Day Two).
- 14:35
- e. Group work (trainers circulate to assure that the task is understood)
- 16:15
- f. Groups report out and processing on first two questions
- 16:55 Reflections:
In your opinion what, if anything, did you take away (new or major learning) from today's session regarding gender analysis?

Trainers Note:

- Collect working documents brought from each country group. Trainers meet with attending mission representative to collect documents.

17:00 end of day

Day Two - Tuesday

9:00 Reading of reflections and comments from group on yesterday
(Distribute list for name on certificates).

-- Session Two -- continued

9:10 In same groups as on Day One, the work continues onto group task
question 3)
"Determine how you will measure each strategic objective/target."

10:00 Group report out and processing

10:30 break

10:45 Data analysis and gender issues; the not so obvious
a. Presentation of graphic data from three or four
countries - group analysis...is there a gender issue
here, what?

-- Session Three --

11:45 Gender and Sector-specific Measurement
in Concrete Activities
Small group work - divided by participant choice into three of the
four following sector-specific areas. Case documents based on
logframes from **AIDS/HIV**; **Ag. & Natural resources**, and
Democracy & Governance activities and an API excerpt for
Education.
GROUP TASK: Analyze the case in light of these questions

- Are the correct things being measured?
- Are gender dimensions being measured? If not, are they needed?

12:30 Lunch

-- Session Four --

14:30 Group report out and processing

15:15 Data collection planning to capture the socio-economic variables
a. In the same work groups as in Session Three draw
some conclusions about data collection issues in that
sector
GROUP TASK: 1) What are the data collection and analysis issues
in this sector? 2) Who collects/analyses the data and how?

3) What kinds of decisions would be influenced by the data analysis?

TRAINER NOTES: Possible issues are: field collection issues (surveyors, time of day, mobility), methodology & operational biases, simple yet thorough systems, measurement of unofficial work, income, expenditures, etc. A key issue here is the functional gap between project implementors (PVO's) who are collecting data (or not) and the program measurement system.

15:45 break

16:00 b. Group report out and processing

16:30 Homework for Day Four - CPSP/API Guidelines
Recommendations
Distribute the Guidelines and instruct participants to:

"Find 3 to 5 clarifications of the CPSP and the API guidelines which would serve to integrate gender analysis dimensions. Bring these to class for group discussion."

Explain that this will be useful in your country specific group and be the topic of our first session on Thursday.

-- Session Five --

- 16:40 Preparation for the Country specific work groups
- a. Country representatives spent 5 to 10 minutes defining and writing specific objectives for tomorrow's session.
 - b. Read aloud objectives to plenary and clarify with trainers.
 - c. Sign up for meeting time at 2 hour intervals.

Day Three - Wednesday

Each country will spend two hours with a dyad of trainers. Individual country representatives will have one to one consultation.

The REDSO/WCA representative(s) will be asked to join the trainers in their choice of the day's meetings.

Day Four - Thursday

9:00 AfWID Advisor Regional Report of Country Activities

-- Session Six --

10:00 break

10:15 Development of CPSP/API guidelines
Participants are grouped into two groups of six - mixed by country - and asked to discuss the homework and come up with no more than five recommendations for each the CPSP guidelines and API guidelines.

11:15 Group report out 1/2 hour per each category of recommendations

-- Session Seven --

12:00 "WID" Strategies - an integration approach
(or How are we going to use everything we've seen here?) Post flipcharts showing session conclusions.
Task = "If the consideration of gender as a variable in program & project analysis was integrated systematically where it needed to be in your mission work, where would it show up? Please be specific. (Examples would be: documents; decision-making points; processes; staff allocation; resources - financial & human; participant training strategies, etc.)

Procedure:

1. Write down your own ideas for 5 - 10 minutes
2. Meet in triads and discuss your ideas to increase and refine them
3. Regather in plenary for listing and discussing
3. Regroup in their country groups each team. Choice from the list "ways" that would reflect your country program, be prepared to justify your choices.

12:30 lunch

14:30 session seven continued

15:00 Group report out and processing

15:30 Distribute evaluation form

3:45 Closing statements

16:00 Distribution of certificates

Handouts used in the training

- A. excerpt of USAID/Ghana program logframe: Strategic Objective 3 for primary education 1992
- B. excerpt of USAID/The Gambia project logframe: Agriculture and Natural Resources
- C. excerpt of USAID/Malawi project logframe for HIV/AIDS/STD 1992
- D. excerpt of USAID/Mali API of 1992
- E. excerpt of USAID/Togo program logframe: Target of Opportunity in Democracy and Governance 1992
- F. FY 91 Guidance on the Assessment of Program Impact
- G. Guidance for Country Program Strategy Design (May 15, 1990)