

Training Workshops in Nepal

- A: A Workshop in Concepts, Tools and Applications Considering Gender in Development for USAID/Nepal Staff and Counterparts
B: A Program and Project Planning, Management and Evaluation Workshop for Nepal's Indigenous Non-Governmental Organizations

USAID/NEPAL

By:
Gretchen Bloom
Gender/WID Advisor
Asia Bureau

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GENESYS

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I. INTRODUCTION

The purpose of my visit to Kathmandu was twofold: to participate as a trainer in a Gender Considerations in Development Workshop for USAID staff and collaborators, including contractors, NGO leaders and GON officials; and to help facilitate the beginning of a Management Training Workshop for predominantly women NGO leaders.

The training team was composed of Team Leader Donald Spears, MSI/GENESYS consultant; Rosalie Huisinga-Norem, USAID Washington R&D/WID Office; Nancy Russell, local consultant; and myself. Donald, Rosalie and I co-trained for the Gender Workshop while Nancy observed; Donald, Rosalie and Nancy co-trained for the Management Workshop while I acted as a resource person for three days.

Thirty-five participants attended the two-day Gender Workshop; 25 participated in the Management Workshop, including 22 women and 3 men, from NGOs such as SCOPE, SEARCH, WEAN, WE, CWD, and IIDS.

II. OBJECTIVES

A. *Concepts, Tools and Applications for Considering Gender in Development Workshop, April 8-9, 1993*

This two-day workshop had as its goal to support the institutionalization and integration of gender in USAID's development programs and projects in Nepal. At the close of the workshop the participants were expected to have a great understanding of the importance of including gender considerations in their work in Nepal and be able to use the tools of gender analysis in their regular work. One of the outcomes was a set of specific recommendations to the Mission Director for improvements in the gender-sensitivity of the Mission's activities.

Themes discussed included:

- ▶ Importance of considering gender as a critical variable in development, though certainly not the only one.
- ▶ Gender/WID considerations not "just fluff" but central to sustainable development.
- ▶ Use of gender analysis as a tool at all stages of the development process, in designing, implementing, monitoring and evaluating - not as an afterthought nor considered as an additional burden.

- ▶ Need for all development professionals in USAID and on contract staff to share responsibility for incorporating gender considerations, not just WID Officer.
- ▶ A focus on gender issues is not extra, but a perspective to inform how we do better what we already do.

USAID/Nepal has already demonstrated its concern for women in Nepalese society and has begun to apply gender analysis to determine the different roles men and women play in Nepal. This workshop was intended to expand upon and enhance this process, as outlined below:

- ▶ Portfolio reviews conducted by consultants in 1988 and 1990;
- ▶ Bloom/Luche 1992 visit with recommendations including empowerment of WID Officer;
- ▶ ICRW study at household level in Rapti Zone on gender and farm commercialization;
- ▶ Mission support for update of Status of Women in Nepal; and
- ▶ Mission support for women-led NGOs and workshop for women leaders.

B. A Program and Project Planning, Management and Evaluation Workshop for Nepal's Indigenous Non-Governmental Organizations, April 12-23, 1993

The main objective of this twelve-day workshop was to provide leaders of non-governmental organizations, primarily women, with analysis-based training in the planning, management and administration of development programs and projects. A second aim of the activity was to support the institutionalization and integration of a gender/women in development focus in USAID's democracy program.

Some of the anticipated outcomes of the workshop were:

- ▶ An understanding of the socio-cultural, legislative/legal and economic forces affecting Nepal;
- ▶ Adequate and viable strategies for influencing the direction and impact of these forces;
- ▶ Good organizational guidelines for planning, managing and evaluating programs and projects to accomplish these strategies;

- ▶ Strong leadership and participatory development skills aimed at implementing the organizational guidelines; and
- ▶ An increased ability to network and collaborate with donors and other NGOs.

C. *Additional Outreach*

While in Kathmandu, I took advantage of the opportunity to interact with other individuals and organizations, as follows:

Anne Kaufmann, The Asia Foundation
 Jenna Luche, Consultant on Women in Democracy
 Shanti Chadha, Nepal Women's Crafts
 Prabha Thakar, Manushi and Center for Women in Development
 Indira Koirala, IIDS
 Meena Acharya, IIDS
 Indira Rana, Judicial Council
 Anjali Pradhan, WID Officer, USAID/Nepal
 Women Entrepreneurs' Association of Nepal (WEAN)

III. CRITICAL ASSESSMENT

A. *Gender Considerations in Development Workshop*

The Mission Director (Kelly Kammerer) opened the Gender Workshop with a strong statement of his commitment to supporting women in Nepal and to improving USAID/Nepal's ability to incorporate gender considerations into its development programs. Furthermore, he asked for specific recommendations which he could promote. This gave the workshop participants a mandate to produce a specific product.

Some observations / recommendations on the gender workshop follow:

- Participants were generally pleased with the content of the training and the skills of the trainers.
- Some participants continued to ask for more "hands-on" sectoral tools of gender analysis for use in their projects.

- Two days were deemed insufficient by several of the participants. 2-1/2 days would have been preferred.
- Generic case materials need to be improved.
- Local trainers should be utilized in gender training. A group of qualified gender trainers now exists in Nepal who can be used in the future.
- An ECOGEN-like presentation should be used in every training, because of its relevance to the country and its replicability.
- Less time should be spent on introductory sessions, (e.g. Setting the Stage: U.S. and Nepal Perspectives) and more on hands-on sessions with actual work.

B. Management Training Workshop

As I did not remain for the entire workshop, I am unable at this time to offer comments on its effectiveness and utility. Reports from the trainers, however, indicate that the workshop was considered a success. Apparently the participants made an unusual gesture by offering the trainers a ceremony at the close of the workshop in celebration of its success!

IV. IMPLICATIONS / NEXT STEPS

- The USAID/Nepal WID Committee needs to be encouraged to follow up on the recommendations. It has been suggested that the Committee pursue one recommendation per month, while, in the interim, project offices are encouraged to begin implementation.
- USAID/Washington should continue to provide backup support, including sending additional consultant technical assistance.
- Workshop participants from each workshop should be asked after three and six months what impact the workshop made on their work. It may be advisable to reconvene the participants for a follow-up meeting. Follow-up by the Mission should help to ensure that trainees have a chance to utilize new skills and that supervisors understand the purpose of the training.
- The Melonia Case Study should be improved. (Donald Spears could be hired for one day

to refine it based on the Nepal experience.)

- The Mission Director's commitment to send the WID Officer to Washington for the proposed WID Officers' Workshop in October 1993 should be tracked.
- One of the recommendations was to conduct additional training of NGO leaders in gender sensitization and analytical skill building. Such additional training could be conducted in-country using local talent, with some supervision from Washington.
- A Washington-based briefing should be given on the two Nepal training workshops to Asia Bureau staff, especially the WID Committee, and to the GENESYS staff and the R&D/WID Office. Following the briefing, a brainstorming session should be held with all persons currently involved with gender training convened under the auspices of the WID Office.

GLOSSARY OF ACRONYMS

| | |
|--------------------|--|
| ARD | Agriculture and Rural Development |
| ARI | Acute Respiratory Infection |
| ATSP | Agribusiness and Technical Support Project |
| CAR | Command Area |
| CRS | Catholic Relief Services |
| DAD | Department of Agricultural Development |
| DANIDA | Danish International Development Agency |
| DDC | Dairy Development Cooperative Didi Bahini Big Sister / Little Sister |
| ECOGEN | Ecology, Community and Gender |
| FNCCI | Federation of Nepal Chambers of Commerce and Industry |
| GON | Government of Nepal |
| HMG/N | His Majesty's Government of Nepal |
| ICRW | International Center for Research on Women |
| IIDS | Institute for Integrated Development Studies |
| LEADERS | Society for Legal and Environmental Analysis and Development Research |
| MOU | Memorandum of Understanding |
| MPA | Milk Producers Association |
| NARC | Nepal Agricultural Research Council |
| NGO | Non-Governmental Organization |
| NRC | Nepali Red Cross |
| ORT | Oral Rehydration Therapy |
| PHC | Primary Health Care |
| PIO/T | Project Implementation Order for Technical Resources |
| PPD | Project and Program Development |
| PRA | Participatory Rural Appraisal |
| Rapti | Project in Rapti Zone of Terai |
| R&D/WID | Research & Development / Women in Development |
| RAA | Rapid Rural Appraisal |
| SAARC | South Asian Association for Regional Cooperation |
| SCOPE | Society for Constitutional and Parliamentary Exercise |
| TDY | Temporary Duty |
| USDH | U.S. Direct Hire |
| VDC | Village Development Committee |
| VHW | Village Health Worker |



ANNEXES



Attachment A
Statement of Work

**A Workshop in Concepts, Tools and Applications
Considering Gender in Development
for
USAID/Nepal Staff and Counterparts**

and

**A Program and Project Planning, Management and Evaluation Workshop
for
Nepal's Indigenous Non-Governmental Organizations**

USAID/Nepal requests assistance from A.I.D.'s R&D/Women in Development Office for two workshops: one in the area of gender/women in development for Mission staff and counterparts with project design, implementation, and monitoring and evaluation responsibilities; and a second aimed at strengthening the organizational capacity of Nepal's indigenous non-governmental organizations (NGOs) to plan, manage and evaluate their programs and projects -- with reference to gender/WID issues in development. It is expected that both workshops will be held during one TDY.¹

USAID/Nepal asks that R&D/WID provide, through a "buy-in" to the GENESYS Project, the following:

A Workshop in Concepts, Tools and Applications for Considering Gender in Development for USAID/Nepal Staff and Counterparts

Background

USAID/Nepal continues to seek proactive ways for integrating gender considerations into its development program and project activities. A recent review of the current status of gender considerations throughout the Mission -- conducted by Jenna Luche, formerly the Asia Liaison in R&D/WID, and Gretchen Bloom, Gender/WID Advisor in the Asia Bureau -- "noted innovative and substantive commitment to the inclusion of women in USAID/Nepal's activities for both equity reasons and more effective development assistance." However, this same review also observed that "gender considerations do not have sufficient structural support to become fully integrated in all phases of the development process ...and are therefore not as effectively addressed in the Mission as is potentially possible." Among Luche and Bloom's recommendations to USAID/Nepal was that the Mission should conduct a gender training for "USDHs

¹ See Attachment C, Draft TDY Schedule.

and FSNs, as well as HCNs in the government, contractors, NGO and private sector representatives."²

The Mission is convinced that there is a need for this gender workshop. The workshop -- a two-day "core" gender considerations training with the objective of clarifying Mission gender/WID issues and providing the expanded awareness, knowledge and skills to support the full integration of gender/WID concerns into the Mission's development program and projects -- will be held in April, 1993, with all sessions conducted in English.

Scope of Work

Needs Assessment

A review of USAID/Nepal staff and collaborator's needs, preliminary to the workshop, will be conducted in Kathmandu by Mission WID Officer Anjali Pradhan. The purpose of this review is to identify and assess the level of awareness, knowledge and skills among USAID staff and collaborators for incorporating gender considerations into the Mission's program and portfolio of projects. Central to the needs review is the "Training Needs Assessment Form" which R&D/WID-GENESYS has provided Ms. Pradhan.

Suggestions for the workshop will be developed by Ms. Pradhan from meetings and interviews with members of the Mission WID Committee, relevant Mission staff and project personnel. The results of the needs assessment will be conveyed to R&D/WID-GENESYS in early January, 1993, and used in planning the methods and content for the workshop. The specific objectives of the needs review are:

- assess the level of existing gender/WID knowledge and interest among Mission staff and collaborators and their ability to apply these to the specific tasks involved in developing, implementing, and monitoring and evaluating their program and projects;
- determine the participant "audience" for the workshop;
- identify appropriate USAID/Nepal case studies (Project Papers, other documents) for use in the workshop, and send these to GENESYS for workshop preparation; and,
- identify a panel of Nepalese to participate as resource persons on the first day of the workshop.

²Bloom, Gretchen and Jenna Luche. Enhancing USAID/Nepal's Commitment to Gender/WID Considerations with a Focus on the Democracy Program. 1992.

Workshop

The methods and content details of the workshop will be largely determined by the findings and recommendations of the needs review. However, the focus of the workshop will be on the consideration of gender in program and projects and the planning and design tools that accompany this consideration. This approach draws on the increased capacity in R&D/WID-GENESYS training to provide practical gender/WID skill-building exercises in the context of development planning and management.

A major theme throughout will be the development advantages and cost effectiveness of introducing gender considerations into program and project design, implementation, and monitoring and evaluation. The training methodology will be interactive and participatory, making full use of small discussion groups, case studies, and other similar techniques. The Mission understands that these are hallmarks of R&D/WID-GENESYS workshops.

A Program and Project Planning, Management and Evaluation Workshop for Nepal's Indigenous Non-Governmental Organizations

Background

USAID/Nepal has historically used well Nepal's indigenous NGOs directly and indirectly in support of its democratization initiatives, programs and projects through their PVO co-financing mechanism and individual projects. It is desirable that the role of indigenous NGOs in the Mission portfolio be further expanded, particularly to ensure women's participation in every sector of this opening society. However, and preliminary to this expansion, NGOs need assistance in strengthening their responses to the processes of development and democratization in Nepal, both generally and with respect to gender/women in development.

The Mission proposes such assistance in the form of a twelve-day workshop for up to 25 leaders and employees of select NGOs, with an emphasis on women-led NGOs. This workshop, with the objective of strengthening the planning, management and administration capabilities of the participant NGOs, will be held in April, 1993 (following the Mission gender/WID workshop), with all sessions conducted in English.

Scope of Work

The principal purpose of this activity is to provide participants with analysis-based training in the planning, management and administration of development programs and projects. The workshop's objectives are to increase understanding of the socio-cultural, legislative-legal and economic forces affecting development in Nepal; develop adequate and viable strategies for influencing the direction and impact of these forces;

articulate good organizational guidelines for planning, managing and evaluating programs and projects that would effect these strategies; increase leadership and participatory development skills aimed at implementing the organizational guidelines; and, increase participant ability to network and collaborate with donors and other NGOs.

The activity includes two phases -- preparation and delivery -- designed and conducted by the GENESYS lead trainer in collaboration with the R&D/WID Office's Training Coordinator Rosalie Huisinga Norem and Asia WID Advisor Gretchen Bloom. The R&D/WID-GENESYS training team will be augmented by Nancy Russell, to take full advantage of the work that she has done with Didi Bahini. Her experience and the learning derived from this experience will inform the workshop topics to a degree not otherwise possible. The Mission proposes that Ms. Russell be engaged as a member of the training team for the duration of the workshop, as well as several days prior to it and afterward.

Preparation

The principal purpose of the workshop preparation phase is for the trainers, R&D/WID, the Asia Bureau, and USAID/Nepal to be clear about what the workshop is and how many steps are involved in preparing for it. The trainers will focus the workshop preparation phase, to take place four - six weeks prior to the start of the workshop, on reaching agreement on the following matters:

- the overall purpose of the workshop -- its benefits and expected outcomes;
- the role of the trainers -- who they are and what they bring to the process;
- the tasks required to deliver the workshop; and,
- the responsibility for logistical arrangements (venue, refreshments, transportation -- if necessary).

The workshop preparation will consist of, but not necessarily be limited to, the following activities:

1. **Data Gathering.** Receive and review the training needs assessment currently being conducted by USAID/Nepal's Anjali Pradhan. Review documents deemed pertinent to this activity by USAID/Nepal, the Asia Bureau and R&D/WID. Interview, by telephone or in person, relevant USAID/Nepal, Asia Bureau, R&D/WID, Nepalese NGO leaders and staff and other appropriate persons as suggested. The interview questions will be formed by the trainers in close collaboration with R&D/WID, the Asia Bureau, and USAID/Nepal, and will center on current participant skill levels in planning, managing and evaluating

their programs and projects with particular emphasis on the degree of participation and networking encouraged by their development management practices.

2. **Data Analysis and Review.** Analyze and summarize the issues, concerns and expectations collected during the data gathering exercise. Draft the workshop agenda. Meet with R&D/WID and the Asia Bureau to discuss the issues and clear them for final inclusion on the agenda. Validate same with USAID/Nepal.
3. **Final workshop Preparation.** Complete, and validate with R&D/WID, the Asia Bureau, and USAID/Nepal the workshop design (schedule and detailed agenda). Prepare Participant Notebooks and complete logistics preparation.

Delivery

The methods and content details of the workshop will be largely determined by the findings of the preparation phase. The following topics found in Attachment D are suggested to guide the preparation of the workshop agenda.

Underlying the delivery of the workshop are 3 concerns, as follows:

- intellectual and physical exhaustion are to be avoided;
- the workshop focuses on four principal components -- gender/women in development, planning, management and monitoring and evaluation; and,
- the workshop activities be as "user friendly," interactive and participatory as possible.

Reporting Requirements

The R&D/WID-GENESYS Team will hold two exit briefings prior to their departure. One will focus on the gender/WID workshop and will be with senior Mission management. The second will be with relevant Mission staff and select NGO leaders. Each briefing will present, in draft form, the results of the workshops and recommendations for "next steps." In situ feedback from those attending the briefings will be invited.

Draft reports, both following R&D/WID's Training Report Guidelines, will be submitted to the Mission for comments within one month of the team's departure. The final reports will be submitted to the Mission two weeks after receiving Mission's comments on the draft.

Team Composition

The services of four R&D/WID-GENESYS trainers³ are required to carry out the workshops. Team members must be fluent in English and have knowledge of and experience with development projects and programs, A.I.D.'s Women in Development policy and procedures, experience in the implementation of gender/WID considerations (preferably in Nepal/South Asia), experience in NGO planning and management, and experience in carrying out similar training activities. Trainers will be personally familiar with the material developed for these workshops. Team members should be computer fluent.

Performance Period

GENESYS shall initiate work on/or about January 1, 1993, and conclude all activities related to this "buy-in" no later than June 30, 1993. In-country work will begin on Monday, April 5, 1993.

³In addition to the Team Leader – who must have training experience both with gender/WID and NGO planning and management as s/he will be leading both workshops – the Mission expects that Gretchen Bloom and Rosalie Huisinga Norem will be co-trainers for the gender/WID workshop. The Mission understands that the R&D/WID Office will pay Ms. Huisinga Norem's expenses; and that Ms. Bloom's "buy-in" related expenses will be limited to per diem. Ms. Bloom and Ms. Huisinga Norem will assist in the conduct of the NGO workshop, with principal trainers being the lead trainer and Ms. Russell.

Concepts, Tools and Applications for Considering Gender in Development Workshop for USAID/Nepal Staff
and
A Program and Project Planning, Management and Evaluation Workshop
for
Nepal's Indigenous Non-Governmental Organizations

WEEK 1

| | MONDAY | TUESDAY | WEDNESDAY | THURSDAY | FRIDAY | SATURDAY | | |
|----------------|---|--|---|--|---|---|--|--|
| a.m. | <p align="center">Training Team Preparation</p> <p>Meet with:</p> <p>Mission Director WID Officer WID Coord. WID Comm. Nepal Panel</p> <p>Tasks:</p> <p>Training Design Validation Logistics/Admin</p> | <p align="center">Training Team Preparation</p> <p>Meet with:</p> <p>Project Mgrs. NGO Leaders</p> <p>Tasks:</p> <p>Expectations Review</p> | <p align="center">Training Team Preparation</p> <p>Design modifications and training site preparation for Mission WID Workshop</p> | <p align="center">Considering Gender in Development</p> | <p align="center">Applying Gender Analysis</p> <p>to USAID/Nepal's Program and Projects</p> | <p align="center">Training Team Preparation</p> <p>Design modifications and training site preparation for the NGO Workshop</p> | | |
| | | | | <p align="center">Setting the Context</p> | | | <p align="center">Gender Analysis Overview</p> | <p align="center">Next Steps for USAID/Nepal</p> |
| | | | | <p align="center">Practicing Gender Analysis</p> | | | <p align="center">REFLECTIONS</p> | <p align="center">REFLECTIONS</p> |
| | | | | <p align="center">WID Videos and Discussion</p> | | | | |
| p.m. | | | | | | | | |
| evening | | | | | | | | |

WEEK 2

| | MONDAY | TUESDAY | WEDNESDAY | THURSDAY | FRIDAY | SATURDAY |
|----------------|---|----------------------------------|--|------------------------------------|-------------------------------|---|
| a.m. | Opening Ceremony and Introductions | Leadership for Change | Programming for Program Results | Program Design Exercise | Project Planning Introduction | Progress Indicators |
| | Initial Considerations | Setting the NGO Agenda | Introduction and Overview for Topic 2 | | Project Management Overview | Means of Verification and Rapid Data Collection |
| p.m. | NGOs in Nepal: Their Roles in Development and Democratization | Cooperating for Change | Hierarchy of Program Objectives | Program to Projects | Problem Tree Exercise | Prepare & Present Individual Project Outline |
| | Participant Team Building: Learning to Work Together | NGO Networking and Collaboration | Planning and Management | Rational Linkages | Participatory Rural Appraisal | Project Activities Assumptions and Resources |
| evening | Dinner | REFLECTIONS | REFLECTIONS | REFLECTIONS | REFLECTIONS | REFLECTIONS |
| | Overview of Topic 1 | Advocating for Change | Bringing People In | Project Planning and Design | Hierarchy of Objectives | Evening Free |
| | | Forwarding the NGO Agenda | Participatory Program Management | Overview of Topic 3 | Project Identification | Overview of Topics 4 and 5 |

WEEK 3

| | MONDAY | TUESDAY | WEDNESDAY | THURSDAY | FRIDAY | SATURDAY |
|----------------|--|---|---|---|---|---|
| a.m. | <p>Personnel Planning and Management</p> <p>Cooperation and Efficiency in the Workplace</p> | <p>Project Monitoring & Evaluation Techniques</p> <p>Participatory Rapid Appraisal</p> | <p>Preparing Proposals</p> <p>Relation Between Projects and Proposals</p> | <p>Individual Proposal Development</p> | <p>Revision of Proposals</p> | <p>Bringing People In</p> <p>Program & Project Management Revisited</p> |
| p.m. | <p>Financial Planning and Management</p> <p>Budgets and Accounts</p> | <p>Revision of Project Designs</p> <p>Individual Project Design Consultations</p> | <p>Implementation and Scheduling Techniques</p> <p>Project Accounting Procedures</p> | <p>Choosing Funding Sources</p> <p>Finding Project Financing</p> | <p>Proposal Presentations</p> | <p>Back-in-the-Field Action Planning</p> |
| | <p>REFLECTIONS</p> | <p>REFLECTIONS</p> | <p>REFLECTIONS</p> | <p>REFLECTIONS</p> | <p>REFLECTIONS</p> | <p>Course Closing and Evaluation</p> |
| evening | <p>Budgeting and Accounting Exercise</p> <p>Overview of Topic 6</p> | <p>Individual Project Design Presentations</p> <p>Overview of Topics 7 and 8</p> | <p>Introduction to Proposal Presentations</p> <p>Proposal Presentation Techniques</p> | <p>Relations with Donor Agencies</p> <p>Evening with Donors</p> | <p>Evening Free to Tidy Up Loose Ends</p> | <p>Celebratory Dinner</p> |

WEEK 4

| | MONDAY | TUESDAY | WEDNESDAY |
|----------------|------------------------------|-------------------------------------|------------------------------|
| a.m. | Training Team Workday | Training Team Exit Briefings | Training Team Departs |
| | Tasks: | With: | |
| | Prepare Exit Briefings | Mission Staff NGO Leaders | |
| p.m. | | | |
| evening | | | |

Attachment D

A Program and Project Planning, Management and Evaluation Workshop for Nepal's Indigenous Non-Governmental Organizations

Suggested Topics

Topic 1: Participatory Development Planning and Programming

The Starting Point of any plan or program for change is the assumption that the current reality is unacceptable. This dissatisfaction with the existing state of affairs requires that individuals make a commitment to change present circumstances and to build a better future for all.

The Importance of Planning

- Participation of All Parties

- Ways of Tackling a Problem

- What Does Planning Mean?

Planning Methods

Steps in Planning

- Statement of the Problems or Objectives

- Preliminary Analysis (Needs or Situation Assessment)

- Determining Possible Solutions

- Weighing Alternatives

- Choosing the Best Alternative

- Testing the Solution Chosen

- Devising an Implementation Plan

- Designing Monitoring Mechanisms

- Evaluation Planning

- Checklist for Reviewing the plan

Guidelines for Planning Projects

Topic 2: Program Design for Program Results

Program Management

- Basic Scientific Method

- Systems Analysis

- Hierarchy and Linkage

- Assumptions

 - What are They?

 - Are They Valid?

 - Managing Change

- Targets and Indicators

 - End of Project Status

 - Indicators Measure What is Important

- Indicators Must be Plausible
- Indicators Must be Targeted
- Indicators are Independent
- Special Indicators
- Data Sources
- Manageable Interest
- Ease of Evaluation

Topic 3: Project Planning and Design

There are no rigid rules, steps, or criteria that guarantee the success of planning or programming. Nonetheless, there are points that can serve as a useful guide when planning, programming, and carrying out a given project. These elements were set forth in Topics 1 and 2, when discussing the participatory planning process and program design. We will draw on them once again in relation to project design and implementation.

- Criteria for Selecting a Project Strategy
 - Criteria Related to the Purpose of the Project
 - Criteria Related to Project Design
- Steps in Project Design
 - The Project Design Process
 - Defining the Problem
 - Overall Perspective of the Project
 - Review of the Basic Elements of Project Design
- Measurements for Monitoring and Verification of Project Results
 - Cause and Effect
 - Objectively Verifiable Indicators
 - Means of Verification
 - Assumptions
 - Logical Framework
- Reviewing Project Design during Project Implementation

Topic 4: Personnel Planning and Management

- Why it is Important to Create Systems for Personnel Management?
- Definition of Personnel Management
- Main Elements of Personnel Management
 - The Systems
 - The Personnel Responsible
- Controls Commonly Used for Personnel Management
- How to Use the Information Generated by Your Control Systems
- Checklist for Personnel Management
- Summary Guidelines for Personnel Management

Topic 5: Financial Planning and Management

Why it is Important to Create Systems for Financial Management?

Definition of Financial Management

Main Elements of Financial Management

The Systems

The Personnel Responsible

Controls Commonly Used for Financial Management

How to Use the Information Generated by Your Control Systems

Checklist for Financial Management

Summary Guidelines for Financial Management

Topic 6: Project Monitoring and Evaluation Techniques

If you think that first you plan, then you implement, and finally you evaluate, you're wrong. Evaluation should be considered at intervals throughout, as well as at the end, of a project or activity. Evaluation is both useful and necessary for improving an ongoing project, determining whether a project achieved its desired ends, and for planning future activities.

Planning Evaluations

Types of Evaluation

By When it is Done

By Who is in Charge of Carrying it Out

A Model for Evaluation -- Planning for Participatory Rapid Appraisal (PRA)

Review the Project Design

Incorporate the Indicators

Select and Schedule the PRA Activities

Collect and Analyze the Data

Conclusions

Recommendations

Topic 7: Preparing Proposals

What do Funding Sources Look For?

Credibility

Quality

Timeliness

Leadership

How to Prepare a Project Proposal

Make it Readable

What do you Want?

Organize Your Proposal in an Appropriate Format

Illustrative Outline for a Project Proposal

Contents of the Proposal

Making Initial Contact with the Funding Source

**Distributing the Project Proposal
Follow-up**

Topic 9: Choosing Funding Sources

Why Collect Information on Funding Sources?

Create a Project Summary

Types of Funding Sources

What is a Loan?

What is a Grant?

What is Local Aid?

What is External Aid?

What is a Governmental Source?

What is a Non-Governmental Source?

Collecting Information on Funding Sources

Identifying Sources of Information

Determine the Most Appropriate Type of Support

Making a List of Funding Sources

Identifying Specific Funding Sources

Gathering Information on Specific Funding Sources

Checklist for Collecting Information

Matching Your Project to the Funding Source

Advocacy and Effective Presentations

Analyze Your Audience

Organize Your Information

Make the Presentation

TRAINING NEEDS ASSESSMENT
NEPAL

Name: _____

Position: _____

Office: _____

Setting the Stage

In the WID, an argument during the past 10 years has been one of equity vs. efficiency. What are your thoughts on this?

Over time in the development community (including A.I.D.) the concept of "women in development" (WID) has matured to that of gender considerations in development. Does this distinction have any meaning for you? [Refer, if possible to a Nepal Mission programming document that makes some reference to gender and ask "In your opinion, what is meant by...?"]

On the basis of our needs assessment discussions thus far, there would appear to be general agreement that gender consideration issues have considerable relevance for USAID/Kathmandu program and project development and implementation [cite a few relevant phrases from prior interviews]. What are your views on this?

When I think of WID/gender consideration institutionalization in a Mission, I am reminded that Mission personnel usually go through three different stages: awareness (of the importance of considering gender in development, of the agency's position on same), knowledge (of the roles and responsibilities of women and men in the *Nepal* context, of WID issues), and skills (how to use the awareness and knowledge to design, implement, monitor and evaluate gender sensitive programs and projects). Where do you place yourself on this continuum? Where would you place the Mission generally?



What are the WID guidelines that the Mission currently uses in its program and project development?

How is the Mission's WID agenda furthered by the WID Committee? What are their roles and responsibilities? Who serves on this committee?

What do you think has been the Mission's major accomplishment in the area of WID/gender considerations in development? What more do you think needs to be done? Why is it not being done?

If it were up to you, and to you alone, how would you address the issues of what needs to be done?

Training

Have you ever had any WID training? If so, what did you like or dislike about it?

What would you expect from a training on considering gender in development? What professional needs would like to have met?

Are there particular sectors which may require sector specific training/TA (e.g., agriculture/natural resources, health, education)? If so, are there specific areas within these sectors on which training should concentrate?

Are there particular functions -- for example, data collection and analysis, project design, project implementation and adaptation, monitoring and evaluating, writing scopes of work -- that should receive special treatment in a training to help the Mission do its work?

What questions would you like to ask me?

Needs Assessment Guidelines

Interviewer's Role: My purpose, as a consultant to the Mission, is to conduct a training needs assessment. The objective of this assessment is to help the Mission identify the training steps it wants to take to more fully address gender issues in its program and projects. The most immediate training step proposed -- that of a general Mission training on the concepts, tools and applications for considering gender in development -- will be my focus in this interview; but I will also explore with you your thoughts on a variety of possible subsequent trainings.

I will respect your views and your professional privacy (i.e., I will not cite you by name in my report unless I ask your permission).

The purpose of the interview is to gather information, not bring about change.

Interviewee's Role: Full and honest response. Also, please don't misinterpret my questions as professing a bias or trying to lead you in a particular way; I don't come at you with a blueprint for action in your WID arena.

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SCHEDULE

Gender Considerations in Development Workshop
Kathmandu, Nepal

April 8-9, 1993

DAY I

9:00-10:30 INTRODUCING THE WORKSHOP

10:30-10:45 Tea Break

10:45-11:30 SETTING THE CONTEXT: U.S. PERSPECTIVE

11:30-12:30 SETTING THE CONTEXT: NEPAL PERSPECTIVE

12:30-1:30 Lunch Break

1:30-2:30 GENDER AND SOCIAL ANALYSIS

2:30-2:45 Tea Break

2:45-4:45 GENERIC CASE STUDY (MELONIA)

4:45-5:00 SUMMARY/CLOSURE

DAY II

8:30-10:15 ECOGEN CASE STUDY PRESENTATION

10:15-10:30 Tea Break

10:30-12:30 CONSIDERING GENDER IN USAID/NEPAL PROJECTS

12:30-1:30 Lunch Break

1:30-2:30 CONSIDERING GENDER IN USAID/NEPAL PROJECTS, cont.

2:30-2:45 Tea Break

2:45-4:15 DEVELOPMENT OF ACTION RECOMMENDATIONS

4:15-5:00 SUMMARY/ EVALUATIONS/ AWARDS/ CLOSURE

April 12, 1993

MEMORANDUM

To: Kelly Kammerer, Mission Director, USAID/Nepal

From: Gender *Gretchen Bloom* Workshop Training Team

Subject: Recommendations from Gender Considerations in Development Workshop, April 8-9, 1993

The training team wishes to thank you for supporting this workshop on Gender Considerations in Development in Kathmandu. Your opening remarks were indeed enthusiastic and, while you indicated your regret at being unable to participate personally in the workshop, your strong endorsement of the seriousness of considering gender issues was indeed appreciated, setting the tone for the two days.

At the opening of the workshop, you requested the participants to develop some concrete recommendations which could be implemented to render USAID/Nepal's development assistance more responsive to gender issues. The attached paper itemizes these specific recommendations.

The Asia Bureau and the R&D/WID Office in Washington look forward to being of assistance to your Mission through your WID Officer and WID/Gender Issues Committee as you move through the implementation stages of these recommendations. Please do not hesitate to contact us for suggestions, technical assistance, and resource materials.

We also look forward to the participation of Anjali Pradhan, USAID/Nepal WID Officer, in the scheduled training for all A.I.D. WID Officers worldwide, to be held in Washington in October 1993 in conjunction with the Association for Women in Development (AWID) Conference. It will be an excellent opportunity for WID Officers to learn additional skills, share experiences, and learn from attendees at the AWID Conference. We hope your Mission will set aside the travel and per diem funds to facilitate Anjali's participation in this 10-day event.

It has been a pleasure to share this workshop with the Nepal Mission staff and collaborators. Thank you for the opportunity.

Attachment: Recommendations

cc: Teddy Wood-Stervinou, Deputy Director, USAID/Nepal
Sally Patton, PPD Office, USAID/Nepal
Anjali Pradhan, WID Officer, USAID/Nepal
Tulin Pulley, Asia Liaison, R&D/WID Office, A.I.D./W

Draft: Gretchen Bloom, Gender/WID Advisor
Rosalie Huisinga Norem, R&D/WID Office
Donald Spears, Training Team Leader, GENESYS/MSI

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Gender Considerations in Development
Workshop

USAID/Nepal
Kathmandu, Nepal
April 8-9, 1993

RECOMMENDATIONS

RECOMMENDATION I: CHILD SURVIVAL

Issue: Cultural preference toward male children in Nepal. (USAID's programs treat children as if they are gender neutral. As a consequence, USAID's programs may be supporting this bias and ignoring necessary mitigating actions.)

Recommendation: Disaggregate infant mortality data by sex and modify programs if sexual bias is reflected.

Action Steps:

1. Review existing data on child mortality rates to see if female mortality rates are higher than the biological norm.

1991 Census
1991 DHS Survey
Jumla & Shindra Palchowk Data
Johns Hopkins Vitamin A Study

2. Modify programs, if gender bias is reflected, e.g., in the R-C program, by making medications free to sick girl children.

RECOMMENDATION II: POPULATION/FAMILY PLANNING

Issue: Lack of male involvement in the discussions/decisions related to family planning.

Recommendation: Encourage more male involvement in decisions/discussions related to family planning, population and AIDS issues.

Action Steps:

1. Review present A.I.D. portfolio to identify possible entry points for male-oriented training, orientations, etc. related to family planning.

2. Develop male-oriented family planning promotional IEC materials/messages.
3. Integrate message to males into other health programs (e.g. through the Passive Case Detection Malaria Control Program volunteers).
4. Work with other offices within USAID to integrate family planning messages into their training activities for males.

RECOMMENDATION III: DEMOCRATIZATION

Issue: Inadequate involvement of women in the democratic process in Nepal.

Recommendation: Support projects that will increase women's participation in political parties and democratic exercises of voting, campaigning, lobbying, organizing, etc.

Action Steps:

1. Contract with local NGOs to establish a political, grassroots Women's Caucuses at district level in selected districts.
2. Contract with local NGOs to produce audio and visual material, T.V. public announcements, wall posters, etc., to increase awareness of women's potential to participate in politics.
3. Establish fund to finance female elected officials and political leaders to travel within Nepal as role models and advisors.
4. Conduct leadership workshops by and for women at all levels, especially in remote areas.

RECOMMENDATION IV: DEMOCRATIZATION

Issue: Inadequate involvement of women in the democratic process in Nepal.

Recommendation: Support extensive grassroots civic education projects with a curriculum component addressing women's political participation at all levels of government.

Action Steps:

1. Contract with local NGO to develop and disseminate the material using network of local NGOs in all districts, including remote sites.
2. Add a civic education component to the formal education sector's curriculum.

RECOMMENDATION V: PRIVATE SECTOR / AGRICULTURE

Issue: Major constraint to women's participation in market economy is lack of time.

Recommendation: Identify and implement technologies and practices in USAID's programs that save women's time.

Action Steps:

1. Mission should conduct a PD&S-funded study to:
 - a) identify the most time-consuming activities for women;
 - b) identify appropriate and affordable time-saving technologies and practices; and
 - c) identify constraints to adoption of these technologies and practices.
2. Include time-saving activities in USAID programs and projects.

RECOMMENDATION VI: TRAINING

Issue: Unequal opportunities for women to have access to training.

Recommendation: Select equal or proportionate number of men and women for international and local training (esp. technical).

Action Steps:

1. Provide adequate scholarships to female candidates to cover various expenses incurred while studying. The assumption is that this will attract talented and dedicated females who could not have attended the training without outside financial support.

2. Reserve some seats exclusively for females. USAID can influence the decision-making process of a training institution by offering monetary as well as technical help.
3. Include at least 30% of female farmers in Rapti VFC Program training in vegetable/cash crop production, processing, packaging and marketing, bookkeeping, and market linkages.
4. Include at least 20% of female farmers in training of traders/middlemen in market development and linkages.

RECOMMENDATION VII: GENDER TRAINING

Issue: Lack of gender sensitivity and analytical skills in development agencies in Nepal.

Recommendation: Offer Gender Analysis Workshops to more Nepali and international NGOs.

Action Steps:

1. Convene meeting under auspices of inter-donor WID Committee on gender skills and training in analysis.
2. Develop data bank of qualified gender trainers.
3. Fund training locally using local talent.

RECOMMENDATION VIII: POLICY

Issue: Gender considerations not usually considered relevant at policy level.

Recommendation: USAID should use its influence in policy arena to encourage gender sensitivity.

(Example: ECOGEN Gender Analysis Case Study in Ghusel identified policy issue with Dairy Development Cooperative where women were being discriminated against for loans. IIDS, funded by USAID, has now persuaded DDC to change its policy to be gender neutral.)

CONCEPTS, TOOLS AND APPLICATIONS FOR
CONSIDERING GENDER IN DEVELOPMENT

Training Evaluation Form

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

"I believe it will help me because now there is a cadre of persons on the USAID team who will not take projects at face value, but have tools with which to analyze projects for gender costs/benefits. It will be easier to get these considerations into project design / implementation."

"The training was very informative and thought provoking. I will now think about gender issues in my work, whereas before that was a blind spot." xxx

"I entered the workshop with a great deal of work on my plate so I wasn't thrilled to give up two days. But I am thoroughly glad I went through the program. It gave me a number of more insights."

"Useful." xxx

"This training will be useful to me as I design projects, or edit project proposals. I will now incorporate the gender awareness into my writing, as well as scrutinizing, of all projects that come across my desk." xx

"Has been quite useful for encouraging me to be more sensitive to the gender issues in future programs formulation and implementation." xx

"Learning a tool for applying gender considerations to development."

"This training is very useful for my role in supporting Women Development Officers and other line agency officers in the area of planning and budgeting."

"The training has been useful but not to the extent I expected."

"It will be extremely useful in y work situation since I will be able to review my programs accordingly."

"This training is very useful for me. After going through the exercise, I have begun to understand what gender considerations means. Now this is very important."

"It was a change to work together as an NGO with the USAID staff. As we develop our programs in constant rapport with USAID staff, opportunities lie that allow for a more in-depth level of communication and understanding."

"Very useful. Eye-opening experience in terms of using gender considerations at the program as well as project level." xx

"This training allows me to be more sensitive to gender concerns while reviewing proposals, monitoring and evaluating proposals."

"the programs I am looking after have WI components and this two days session is very useful to think further how best I can make my work effective in implementing / monitoring the WID activities."

"It is useful in the sense that I am now more aware of gender issues in our programs and projects and why this is necessary."

"This workshop training has been very interesting and useful to me. It has certainly helped me better understand the gender issues."

"I have certainly found the training very useful and different from the ones that I had attended in the past. It is different and more useful because the training has focused more on the 'applicability' rather than abstract conceptualization exercises."

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

"The ECOGEN presentation was the most helpful because it dramatically illustrated project impact on gender." xxx

"Case examples given by panel."

"Practical exercises by the trainees." xxxx "The sessions which called for participation of whole group impressed me most. It reconfirms my belief that participatory learning approach is very powerful tool of learning."

"All of Day #2's sessions were very helpful."

"Integration of gender considerations into strategic objectives."

"Application of gender analysis tool to identify women's needs, interests and priorities was the most helpful

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sessions for our program." xx

"Identification of gender issues, context, recommendations and action steps for USAID."

"Group exercise on USAID's ongoing projects." xxx

"Gender analysis (presented by ECOGEN group)." xxx

"All of the group exercises were thought provoking. hey provided me with a new way of looking at the program environment in which I work."

"Most of the sessions were helpful."

"The sequence of sessions were well organized which led me in phase-wised manner to understand the GID in intersecting manner."

"I think the "Integration of the Gender Considerations into Strategic Objectives" was very helpful."

"Group discussion during Melonia Case Study and recommendations sessions were helpful."

"Recommendations session was more helpful because we can follow them from the Mission level."

"Rosalie's presentations and the presentation by the resource panel and ECOGEN groups was very helpful."

"Actually applying gender tools within the local / national program context."

"Working on case study." "The case study was provocative and stimulating as it drew out the audience to an exceptionally high level of active participation."

"Both the days were very helpful but I found the ECOGEN presentation the most useful."

3. Which aspects of the training could be improved?

"First morning went very slow. Conceptual context could be "pepped up with better visuals and faster pace."

"The use of theory into practice could have been a bit more elaborated. However, I can understand the time constraints."

"teaching techniques could be improved in the sense that the queries and suggestions raised by individual participants

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should be considered."

"Enough time should be given to all participants to take part in all sessions."

"Less emphasis on the background of USAID involvement in WID and gender issues."

"A clear definition of the meaning of 'gender' as it relates to the workshop right from the beginning."

"Presentation by panelists could be improved by a little guidance rather than leaving them on their own."

"Include policy and legislation analysis from a gender analysis perspective."

"Audiovisual aids."

"Only one 'tool' (Gender Matrix) was presented. This was disappointing."

"Group analyses are often frustrating because of the different levels of understanding, interest, and focus on the task at hand. Smaller groups and more simplistic case studies would help alleviate the stress and perhaps improve the quality of analysis."

"The trainer's perspective and analysis on the group exercise of the 'Gender / Social Analysis Matrix.'"

"Time factor is short to complete the exercises."

"There were no examples from worldwide experience / research as to the major determinants of women's participation in development programs. This was a serious and palpable omission."

"The Melonia Case Study was so riddled with conceptual flaws in the Mission Strategic Objectives section that the exercise was diluted and less useful for gender training. It should be fixed."

"Some theoretical aspects. Examples for other Third World countries. Audio-visual shows."

"Application of gender analysis in project design and project implementation."

"Little more in-depth presentation on the technique of gender analysis would be more helpful."

"Exercise aspect of the training could be improved."

"The duration of training could be increased to have opportunity to include video program on GID in other countries."

"two days is brief, but probably a manageable time limit. Within the time, the results were rewarding."

"It was adequate and appropriate. Thank you." xx

"Balanced case study presentation is suggested during future seminar, not just begging for favor form women."

"Basic tools tat is applied could be improved because it is a little confusing."

"Provide enough relevant documentation for project activities."

"Use of gender analysis tools."

"Have case exercises and a little more tools with specific examples of what could be used where."

"In my opinion everything was just right." "I do not see the lacking areas of the workshop. Every session was excellent."

4. What do you think of the trainers?

"They are good -- however, ECOGEN study showed hoe country specific examples and experience really bring training alive."

"A.I.D. WID Officers did all substantial presentations. I question the need for a separate facilitator from GENESYS Project. Seems to be not cost effective use of funds." xx

"Trainers have to give their assessments on all case study reports. They just listen to what is presented and do not give their opinion."

"Excellent." xxxxxxxx "Articulate, focused and experienced." "Kept participants through out the two days.."

"Command of their subjects."

"Democratic behavior."

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"Well organized, supportive and sensitive to the participants needs, flexible but at the same time firm. All of you were able to create a friendly environment right away. A little more 'sense of humor' would have been appreciated, though."

"Good." xxx "Very professional and knowledgeable."

"Excellent -- workshop was well-designed and well-facilitated."

"They are great! Superb!" xx

"experienced with good facilitating ability." xx

"resourceful, skillful."

"They are excellent. Good knowledge, wide experiences, and cooperative." xx "I learned quite a lot from everyone."

"Very competent and specially when it comes to a male trainer -- well sensitized and practicing."

"I don't' understand why there were so many trainers."

5. What do you think of the training materials?

"Haven't had time to look at them -- I'd bet they are good." xx

"Nice."

"The case study of Melonia contained too much data to analyze effectively."

"except audio-visual aids, all is quite well."

"Very good." "Will allow me to use it as a reference in the future." xx

"Have not read." xxxx

"Adequate." xxx

"All useful. Please try to update us if there are any new publications."

"A big resource, but would be useful in the 'Gender / Social Analysis Matrix' and its usefulness was added."

"Very useful and effective." xxxxxx

"Could have more examples and applicable tools."

"Good." xxx

"I would have liked to see less formal papers and more one-page summarized handouts that I could use as overheads or handouts in the future."

"The matrices used would have assisted the small groups more if they had been copied and distributed."

"A manual or binder isn't usually often used unless it is a fuller part of the training, i.e., either include it during the sessions or choose to provide it on request (to lessen your costs and self-select real use.)"

"Training materials that are not included in the manual should be made available in sheets."

6. Additional comments.

"Thanks!" "Good job!" xxxx "Great workshop!"

"thanks for your efforts."

"More workshops of this type for district officers, planners, and project managers would be helpful."

"Sitting arrangements could be better."

"I guess the training would have been much more fruitful if the workshop period were longer. Two days is just not enough to address such an important issue like Gender Analysis."

"Have you thought of any follow-up of the training" e.g. if we have really become able to what we personally thought and discussed of doing."

"Seminar should not end with recommendations but more actions should come and these should be followed up as well."

"I want to congratulate the team for conducting this workshop training in a very successful manner."

"I hope this does not end up here -- follow up with action would make it more meaningful."

"The generic case study had too many data so participants spent much time on trying to read and analyze the data rather than work on the case study."

"One more day long duration workshop would be helpful."

"Should be conducted more often."

Concepts, Tools and Applications
for Considering Gender in Development

Workshop
April 8-9, 1993
USAID/Kathmandu, Nepal

The workshop goal was to support the institutionalization and integration of gender in USAID/Kathmandu's development programs and projects in Nepal. At the close of the workshop the participants were expected to have a greater understanding of the importance of including gender considerations in their work in Nepal and be able to use the tools of gender analysis in their regular work.

Themes discussed included:

- * Importance of considering gender as one critical variable in development, though certainly not only one.
- * Gender/WID considerations not "just fluff" but central to sustainable development.
- * Use of gender analysis as a tool at all stages of the development process, in designing, implementing, monitoring and evaluating - not an after thought nor considered as an additional burden.
- * Need for all development professionals on USAID and contract staff to share responsibility for incorporating gender considerations, not just WID Officer.
- * A focus on gender issues is not extra, but a perspective to inform how we do what we already do.

This Mission has already demonstrated its concern for women in Nepalese society and has begun to apply gender analysis to determine the different roles men and women play in Nepal. This workshop was intended to expand upon and enhance this process:

- * Portfolio reviews conducted by consultants 1988 and 1990;
 - * Bloom/Luche 1992 visit with recommendations including empowerment of WID Officer;
- * ICRW study at household level in Rapti Zone on gender and farm commercialization;
- * Mission support for update of Status of Women in Nepal;
- * Mission support for women-led NGOs and workshop for women leaders.

Thirt-five development professionals attended the workshop, including USAID staff, contractors, NGO leaders, and GON officials. The workshop was conducted by a training team co-funded by the USAID/Nepal Mission and Women in Development Office of the Agency for International Development in Washington. The team was fielded by the GENESYS Project of the WID Office.

Participants
 Gender in Analysis Workshop
 April 8 and 9, 1993

| | |
|----------------------|--|
| Harsha Bajracharya | Budget Manager ARD/USAID Nepal |
| Sribindu Bajracharya | ARD/USAID Nepal |
| Kathleen Ertur | Democracy Program Manager USAID Nepal 270144, ext 275 |
| Matt Friedman | USAID Nepal |
| Nanda Joshi | ATSP P.O. Box 1292 Khumaltar 521913 |
| Salomi Joshi | USAID |
| Sharada Jnawali | CEDPA P.O. Box 5006 411458 |
| Hari Khanal | FPAN Director, Program 524648 |
| Keith Leslie | Save the Children.US Director PO Box 2218, KTM 412598 |
| Mangal S. Manandhar | HID/NOSC Kathmandu |
| Jai Mehta | Forestry Institute PO Box 43 Pokhara |
| Dr. Krishna Napit | Rapti Dev. Proj. PO Box 2888 Kathmandu |
| Sally Patton | USAID, Nepal Rabi Bawan |
| Puru Pokhrel | USAID, Nepal |
| Shreedhar P. Pradhan | USAID, Nepal HFP |
| Anjali Pradhan | WID Officer PPD/USAID Nepal 270144 |

| | |
|-------------------------|--|
| Lawrence Pradhan | Training Officer USAID, Nepal |
| Anjana Rajbhandari | IOF Green Pastures Pokhara 20469 |
| Siddhi B. Ranjitkar | Evaluation Officer USAID |
| Niramjan M.S. Regmi | Project Officer ARD/USAID |
| James Schweithelm | Forestry Dev USAID |
| Purna Man Shakya | SCOPE New Plaza Putali Sadak, KTMD |
| Ravi Sharma | Agro Enterprise Center |
| Shaligram Sharma | IIDS PO Box 2254 Kathmandu 470831 |
| Chij Shrestha | World Education Asia Field Director PO Box 937, KTM 416893, FAX: 416669 |
| Indira Shrestha | SEARCH PO Box 4277 Kamaladi 223009, 271719 |
| Krishna Shrestha | Nepal Ag Research Council Khumaltar, Lalitpur 525708 |
| Kiran Man Singh | ECON - PS/PPD USAID |
| Charles Strickland | USAID 272386 |
| Dibya Timsina | SCOPE PO Box 4851 Ramshah Path 410244, 410624 |
| Dr. Pradeep M. Tulachan | ARD USAID |
| David Walker | PACT Baluwatar PO Box 3901, KTM 412030 (H) |

NGO Management Workshop

Week 1 -- April 1993

| Monday 12 | Tuesday 13 | Wednesday 14 | Thursday 15 | Friday 16 |
|--|--|--|---|--|
| Opening Ceremony and Introductions | Establishing Program Priorities | Participatory Rural Appraisal Exercise | Team Presentations on Appraisal Results | Means of Verification of Project Achievements |
| NGO's in Nepal: Their Roles in Development and Democracy | Project Planning Introduction and Overview | Organization of Teams | Hierarchy of Objectives | Project Assumptions and Environmental Considerations |
| Leadership Requirements in the Dynamics of Change | Resource and Needs Analysis Techniques | Field Data Collection Exercise | Progress Indicator Development | Panel Discussion of Foundation Perspectives |
| Problem Tree Analysis Exercise | Project Design Profiles | Data Analysis and Preparation for Presentation | Identification and Outline of Individual Projects | Team Development of Team Project Activities List |

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NGO Management Workshop

Week 2 -- April 1993

| Sunday 18 | Monday 19 | Tuesday 20 | Wednesday 21 | Thursday 22 | Friday 23 |
|--|--|--|--|--|-----------------------------------|
| Implementation and Scheduling Techniques | Budgeting and Accounting Systems | Relationship Between Projects and Proposals | Choosing Funding Sources | Oral Briefings on Individual Proposals | Tidying up Loose Ends Q & A |
| Completion of Team Project Gantt Chart | Accounting Exercise | Proposal Preparation Options | Exercise in Expanding Knowledge of Funding Sources | Review of Individual Written Proposal | Back in the Field Action Planning |
| Project Staffing and Responsibility Charting | Project Monitoring and Evaluation Techniques | Presentation from Public Sector Donor Representative | Elements of a Fund Raising Strategy | Consultation on Project Funding Strategy | Course Evaluation |
| Individual Project Development | | Consultations on Individual Proposals | Key Points for Briefing Effectively | | Closing Lunch |
| | | | Final Preparation for Individual Presentations | | |

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**INAUGURATION FOR PVO WORKSHIOP ON PROJECT
MANAGEMENT AND GENDER ISSUES**

**12 April, 1993
Hotel Himalaya**

- 9:00** **Welcome by USAID/Nepal Representative**
- 9:10** **Introduction of Ambassador Julia Chang Bloch
by USAID/Nepal Representative, Sally Patton, Acting Chief,
Program and Project Development Office**
- 9:15** **Remarks by Honorable Julia Chang Bloch**
- The Expanding Role of NGOs in the Development Process**
- The Enhanced Participation of Women in the
Democratic Process in Nepal**
- 9:25** **Remarks by Mr. Krishna Khanal, Member-Secretary, Social
Welfare Council**
- 9:30** **Introduction of Training Team by USAID/Nepal WID Officer,
Anjali Pradhan**
- Donald Spears, Training Team Leader**
**Rosalie Huisinga Norem, Women in Development
Office, AID/Washington**
Nancy Russell, Trainer
**Gretchen Bloom, Gender/WID Advisor, Asia Bureau,
AID/Washington**
- 9:35** **Closing Remarks by Rosalie Husinga Norem, Women in
Development Office, AID/Washington**
- 9:45** **Break for Tea**

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Embassy of the United States of AmericaMANAGEMENT WORKSHOP
FOR WOMEN LEADERS AND NGO REPRESENTATIVESREMARKS OF
AMBASSADOR JULIA CHANG BLOCH

Opening session, April 12, 1993

Ladies and gentlemen, I am delighted to open this management workshop for women leaders and NGO representatives. Just as I believe that there is no better investment in development than support for women's literacy; so, I believe support for non-governmental organizations (NGOs) is essential to the consolidation of democracy. This workshop, hopefully, will help Nepali NGOs, particularly those headed by women, to participate more effectively in the development and democratization of this country.

I also feel a personal affinity to this workshop because it is sponsored not only by the USAID Mission in Nepal, but also by the Women in Development (WID) Office in AID, Washington. You see, 20 years ago I was working for Charles H. Percy, Republican Senator from Illinois, when he sponsored an amendment to the Foreign Assistance Act to require U.S. aid "to give particular attention to programs, projects and activities that contribute to integrating women into the national economies of developing countries." As a result, AID established a WID office, and I might add that in Nepal you have two ministries with WID divisions or sections, and you also have a Center for Women and Development, which is well represented here today. It is rare in one's lifetime to see the actual impact of one's work, but this workshop gives me just such an opportunity.

This workshop also provides an opportunity for AID to better integrate gender issues into our support for democracy in Nepal. If development and democracy are to succeed, making investments in women will have to become a priority. Yet, women live with the paradox that although we represent half of the world population, do two-thirds of the work, we receive only one-tenth of the income and are considered burdens to society. In Asia, discrimination against women begins before birth, since there is a general preference for sons over daughters.

Let me quote from a recent International Herald Tribune article on Third World women:

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"As children, (girls) are fed less, denied education and refused hospitalization. As teenagers, many are forced into marriage, sometimes bought and sold like animals for prostitution and slave labor. As wives and mothers, they are often treated little better than farmhands and baby machines. Should they outlive their husbands, they frequently are denied inheritance, banished from their homes and forced to live as beggars."

The tragedy is that the inferior position of women jeopardizes not only their status in society but also the future of society itself. Until and unless governments recognize and rectify this tragedy, development and democracy cannot hope to succeed.

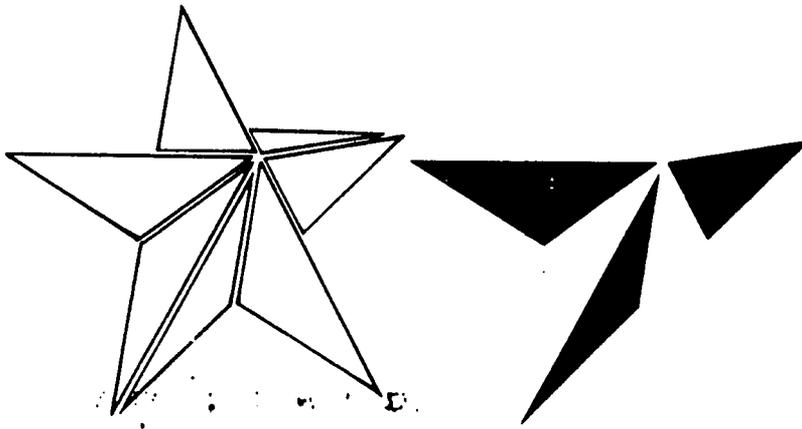
Let's take a closer look at Nepal. According to a Tribhuvan University Center for Economic Development and Administration (CEDA) study, Nepali women were responsible for 85 percent of all domestic work and 57 percent of subsistence farming. They contributed on the average more to household income than men -- 50 percent as compared with 45 percent. CEDA's time use studies showed that women spent almost 11 hours a day in economic and domestic activities, compared with only 7 and half hours spent by men.

Yet, the national literacy rate of women is only around 18 percent, while the rate of men is 50. Far fewer girls are enrolled in primary school; far more drop out. And Nepal is only one of two countries, where women die earlier than men.

With some greater investment in women's education and health, their already substantial economic contributions will undoubtedly increase, benefitting not only their families but also the entire country.

Let us hope that this workshop will help the NGOs in Nepal strengthen the link between women and development, and in the process help strengthen democracy as well.

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News Release

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PHONE - 221250

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USAID OPENS WORKSHOP FOR WOMEN LEADERS IN DEVELOPMENT

A twelve-day workshop for women leaders and representatives of NGOs was inaugurated on April 12 by United States Ambassador Julia Chang Bloch at the Hotel Himalaya. The April 12-23 workshop, sponsored by USAID/Nepal, is aimed at strengthening the organizational capacity of NGOs in Nepal, particularly those led by women. Participants will study the planning, management, and evaluation of development programs involving women and gender issues.

The "Project Planning, Management and Evaluation Workshop" is intended to increase understanding of the social, cultural, legislative, legal, and economic forces affecting development in Nepal, and to foster leadership skills in developing strategies and guidelines that will lead to successful implementation of development programs.

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Project Documents

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2. ATSP Project Document
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