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**WID TO I, SHORT-TERM TECHNICAL
ASSISTANCE & TRAINING
QUARTERLY REPORT**
Second Quarter, FY06
January - March, 2006

April, 2006

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NARRATIVE

TITLE

Quick Response, Short-Term Technical Assistance and Training Supporting Gender Integration in USAID Operating Units under Leadership of EGAT/WID, GEW-I-01-02-00019-00

Background

A contract to carry out this assistance was awarded to a consortium led by DevTech Systems, Inc. on September 30, 2002. The objectives of the contract are: 1) to support the efforts of EGAT/WID to further the integration of gender in all Agency policies, programs, projects, research materials, information systems and in multilateral and bilateral policy dialogue efforts; 2) to increase awareness of, information about, and skills for addressing gender issues; and 3) to provide intellectual and technical leadership in gender integration and the advancement of women in development.

Expected Results

Technical services provided will support USAID Missions, USAID operating units in Washington, and others (host country governments, NGOs, other USAID partners and other donors, etc.) requiring innovative gender expertise and approaches in assessment/analysis, design, implementation and evaluation of programs and projects to ensure that gender is included as a key development variable in all activities. These services will enhance the effectiveness and sustainability of USAID's development assistance by identifying and building on women's roles and capabilities and identifying and minimizing the constraints to women's participation in social, economic and political processes. Technical training on gender in USAID's various strategic focuses and sectors (economic growth, agriculture and trade; democracy, conflict and humanitarian assistance; and global health) will also be provided.

Project Core Activities

The Project Core Activities for the second quarter (January - March FY06) are divided into the following four parts:

- A. Activity Narrative and Task Report** – The Activity Narrative and the Task Report contain both a discussion and account of events covered during the reporting period, as well as planning for future undertakings done during the reporting period. The Task Report includes a timeframe for each event.
- B. Significant Results** – A summary of significant results accomplished to date.
- C. Project Management** – A report on what activities were accomplished to fulfill contractual responsibilities.

D. Implementation Constraints – A report of constraints to the fulfillment of specific contractual responsibilities, and adjustments made to the plan.

A.1. Quarterly Activity Narrative

DevTech responded to various requests from EGAT/WID and USAID Missions for Short-term Technical Assistance and Training (STTA&T) during the second quarter of FY06. A request received from EGAT/WID in December of the previous quarter to review the Africa Strategy Statements was concluded this quarter.

During the quarter DevTech continued providing technical assistance to USAID/El Salvador. The consultant's contract was extended through February, 2006, to continue implementation of the recommendations made in the 2004 gender assessment and to assist the recently-established Mission Gender Committee in incorporating gender considerations into the design, implementation and evaluation of their respective SO programs and activities. The consultancy concluded this quarter and a draft report summarizing the results of the gender integration activities was submitted to DevTech and will be finalized next quarter. A DevTech consultant traveled to Tanzania to carry out phase I of a two-part gender audit for USAID/Tanzania. The consultant conducted a brief training for 17 women and 13 men. DevTech also fielded a consultant to Haiti to conduct a gender assessment in preparation of the 2006-2009 Country Strategy Statement for USAID/Haiti. The final report from the USAID/Cambodia gender assessment conducted during the previous quarter was submitted to EGAT/WID and DEC this quarter.

Support to the West Africa Water Initiative (WAWI), which began in the fourth quarter of FY04, concluded this quarter. The final analytical report on the project's lessons learned was submitted to EGAT/WID and DEC. DevTech continues to provide gender expertise to the Micro-enterprise Development Office in collaboration with the IRIS Center at the University of Maryland, which is developing poverty measurement tools for reporting by partners. A consultant was contracted this quarter to carry out phase II of the project. In the previous quarter, DevTech provided technical assistance to EGAT's Last Mile Initiative (LMI) on the creation of a gender strategy. A revised draft of the gender strategy was submitted in December 2005 and DevTech continues to wait for comments and feedback in order to finalize the gender strategy.

Demand for gender training continues to be an important aspect of the technical assistance provided by TOI. DevTech fielded a two-person team to Uganda to conduct three, two-day gender integration workshops in coordination with the USAID Agricultural Productivity Enhancement Program (APEP). Over the eight day time period, 108 participants were trained, including USAID staff and implementing partners, producer organizations' trainers from USAID/APEP, technical advisors and other field-based staff from various USAID implementing partners, and field-based commodity leaders and demonstration site coordinators. A training report summarizing the methodology, results, and lessons learned was submitted to EGAT/WID and DEC this quarter. In February of this quarter, a DevTech consultant traveled to Peru to conduct workshops on the implementation of Gender-based Violence Programs for 32 participants from the Ministry of Health, the Ministry of Women and Social Development, and other USAID/Peru contracting partners. The same consultant then traveled to Nicaragua to carry out gender integration workshops for 75 participants from USAID/Nicaragua health sector

programs as well as from other sectors. In both countries, the consultant worked in tandem with consultants representing the Global Health Bureau.

A.2. Quarterly Task Report

1. Technical Assistance to EGAT/WID

Tasks Completed this Quarter:

1. Country Strategy and Concept Paper Reviews

DevTech completed a review of the Africa Strategy Statements.

2. Provide support to EGAT/WID Open House

DevTech prepared materials, for completion during the next quarter, to support EGAT/WID Open House activities.

Tasks Planned for Next Quarter:

1. Data collection and analysis to assess the extent of gender integration in USAID Mission Country Strategic Plans and procurement documents.

2. Technical Assistance to Missions

Tasks Completed this Quarter:

1. USAID/El Salvador

As requested by the Mission, DevTech extended the consultant's contract to continue providing technical assistance in implementing the recommendations made in the 2004 gender assessment for integrating gender into El Salvador's Mission programs. The consultancy concluded this quarter and a draft report summarizing the results of the gender integration activity, along with recommendations for follow-on activities, was submitted this quarter and will be finalized next quarter.

2. USAID/Cambodia

A Gender team traveled to Cambodia October 17-28 to do a comprehensive gender analysis and assessment of SOs identified in USAID/Cambodia's recently approved Strategy Statement. The final report summarizing the team's assessment was submitted to EGAT/WID and DEC this quarter.

3. USAID/Tanzania

A DevTech consultant carried out phase I of a two part gender audit for USAID/Tanzania. A trip report summarizing the consultant's activities can be found in Annex I.

4. USAID/Haiti

A DevTech consultant conducted a gender assessment for USAID/Haiti in preparation of the 2006-2009 Country Strategy Statement. A draft of the gender assessment report was submitted this quarter and will be finalized next quarter.

Tasks Planned for Next Quarter:

1. Final report on the gender integration activities in USAID/El Salvador programs and recommendations for next steps.
2. Phase II of the gender audit for USAID/Tanzania.
3. Finalize the report on the gender assessment for USAID/Haiti.

3. Technical Assistance to Other USAID Operating Units

Tasks Completed this Quarter:

1. West Africa Water Initiative

Short-term gender mainstreaming technical assistance for field partner organizations in the West Africa Water Initiative (WAWI). The WAWI final analytical report on lessons learned was submitted to EGAT/WID and DEC this quarter.

2. EGAT/PR/MD

A DevTech consultant providing technical assistance to the Micro-enterprise Development Office to collaborate with the IRIS/University of Maryland to incorporate appropriate gender considerations in the development of household poverty measurement tools. Phase II of this consultancy was initiated this quarter and will continue next quarter.

3. EGAT/NRM

A collaborative effort with the NRM Office to integrate gender into a series of Sustainable Tourism training modules.

4. LMI Gender Strategy

DevTech TO I staff, in collaboration with an externally-funded consultant, provided technical assistance to EGAT's Last Mile Initiative to develop a gender strategy. The gender strategy will include guidelines and resources for integrating gender into the Last Mile Initiative's information technology communications activities globally. A revised version of the gender strategy was submitted in December of the previous quarter to the LMI Team and DevTech continues to wait for feedback.

Tasks Planned for Next Quarter:

1. Continue work with EGAT/NRM on integrating gender into the Sustainable Tourism initiative.
2. Continued technical assistance on gender to EGAT/PR/MD
3. The final gender strategy for LMI will be submitted to EGAT/WID.

4. Trainings and Workshops

Tasks Completed this Quarter:

1. USAID/South Africa

DevTech fielded a four-person team October 10-31 to provide technical assistance and

gender integration training to USAID/South Africa staff per the recommendations made in the 2004 gender assessment. The final report of the results of the training and TA was submitted to EGAT/WID this quarter.

2. Gender Training Modules

The training modules were field tested by the gender team that provided training to USAID/South Africa staff this quarter. The modules are being modified based on the field experience, expanded to complete the package of basic modules, and formatted for electronic presentation. The draft of the complete basic of basic training modules will be completed during the next quarter.

3. USAID/Uganda

DevTech, in coordination with the Agricultural Productivity Enhancement Program (APEP), conducted three two-day gender integration workshops for 108 participants in Uganda, February 2-16, 2006. The final training report was submitted to EGAT/WID and DEC this quarter. A brief trip report can be found in Annex 2 of this report.

4. USAID/Peru

A DevTech consultant served as team leader with consultants from the Global Health Bureau, and conducted two half-day workshops for 29 women and 3 men on the implementation of Gender-based Violence Programs for the Ministry of Health, the Ministry of Women and Social Development, and other USAID/Peru NGO and contractor partners. The team leader also provided technical assistance on strategic planning for the implementation of gender-based violence protocols in health services. A brief trip report can be found in Annex 3 of this report.

5. USAID/Nicaragua

A DevTech consultant, as leader for a larger team representing the Global Health Bureau, conducted three, two-day gender integration workshops, training a total of 54 women and 26 men from USAID health sector programs (contractors, NGOs, and government) and USAID staff from different sectors. A final training report will be submitted next quarter. A brief trip report can be found in Annex 4 of this report.

Tasks Planned for Next Quarter:

1. Continue preparation and refinement of the gender training modules.
2. Final report on the gender training for USAID/Peru.
3. Final report on the gender training for USAID/Nicaragua.
4. Respond to a request from USAID/Armenia to conduct gender integration workshops for USAID's reproductive health program.

5. Communications, Reporting and Dissemination

Tasks Completed this Quarter:

1. Submitted Quarterly Report (October – December, 2005) to EGAT/WID and the Development Experience Clearinghouse (DEC).
2. Submitted the final report on the training and TA for USAID/South Africa to EGAT/WID and DEC.

3. Submitted the final report on the gender assessment for USAID/Cambodia to EGAT/WID and DEC.
4. Submitted a final report summarizing the results of the training workshops conducted for USAID/Uganda and APEP.
5. Submitted the final analytical report, "Lessons from Gender Mainstreaming in Water and Sanitation Activities", to EGAT/WID and DEC.

Tasks Planned for Next Quarter:

1. Issue Quarterly Report (January - March, 2006)
2. Finalize the report on the gender integration consultancy for USAID/El Salvador
3. Finalize the gender assessment for USAID/Haiti
4. Finalize the training report for USAID/Peru
5. Finalize the training report for USAID/Nicaragua
6. Finalize the LMI gender strategy
7. Draft report on the Gender Integration Measurement tasks for EGAT/WID.

B. Significant Results

The positive feedback received from USAID/South Africa following the training and technical assistance for Mission staff reaffirms the demand for TA and training that provides specific tools and guidance for implementation. The requests for sector-specific gender training also have increased, as has the consultant base to provide such training. Importantly, in many cases these requests have come as follow-up to earlier gender assessments. The resource CD and gender training modules are being updated, and continue to receive positive feedback.

C. Project Management

DevTech continues to respond quickly and effectively to requests from USAID for technical assistance and training. The scope and number of activities completed to date have provided a large consultant pool for fielding new requests and DevTech also routinely invites participation from its subcontractor partners on most activities. A recent lag in demand, probably due at least in part to uncertainty about change in USAID, has allowed core staff opportunity to further the development of training modules and technical tools.

D. Implementation Constraints

TOI has felt the effects of uncertainties about possible changes in USAID reflecting the priorities and operating procedures of the newly appointed Administrator. In particular, TOI has experienced a drop-off in demand for Mission-wide gender assessments, which formed the bulk of the requests at the initiation of the project. New requests are now more likely to focus on sector-specific TA and training.

The longer term technical assistance, such as that provided for the West Africa Water Initiative has presented challenges not encountered in TA covering shorter and more discrete time periods. The most significant are procedures for long-distance management of financial and supervisory obligations for the national consultants, in the absence of a field office. At the same time, this approach seems to offer more promise for embedding gender considerations in the fabric of the projects than periodic, short-term inputs.

Trip Report

Country: Tanzania

Dates: February 12th to March 5th, 2006

Purpose: To carry out first phase of gender audit for the USAID/Tanzania mission

Team composition and responsibilities: Deborah Rubin worked with USAID/Tanzania gender focal point (WID officer)

Brief statement about what the team did:

We initiated the process of the gender audit, primarily by enlisting the support of the gender working group in refining the survey questionnaire and meeting with all Mission staff to explain the audit process. We distributed and collected the questionnaire. See list below for more detailed set of accomplishments.

If a training course was conducted, please include the number, disaggregated by sex:

We prepared an interactive presentation (about 2 hours) on the gender audit which included some but not all of the materials covered in a short gender training. Attendance at the presentation included 17 women and 13 men.

Accomplishments:

- Review of background materials on gender issues in Tanzania, Government of Tanzania policies, and USAID/Tanzania programs.
- Review of USAID/Tanzania (former) country strategic plan and (draft) country strategic statement, procurement guidance and actions, position descriptions, gender action plan, gender working group, website, reporting, and selected publications.
- Introduction of the gender audit to all mission staff via small group meetings with senior staff, SO teams, and all administrative, financial, and management staff.
- Preparation, distribution, collection, and photocopying of the audit survey and preparation of coding sheet for analysis of survey.
- Meetings with selected implementing partners to learn about their experiences with gender mainstreaming: Pact-Tanzania (TAP, BONGA, and JALI WATOTO), FHI (YouthNet), and TCMP (PEACE and SUCCESS).
- Meeting with Ministry of Community Development, Gender and Children official.
- Review and listing of available reference materials in the mission to assist gender integration efforts; Created resource shelf for documents; Began organizing resources for P:// drive on gender.
- Initial planning of focus group protocols; final list of questions to be developed at the completion of the survey analysis.
- Initiated planning on presentation series of good practices on gender mainstreaming from USAID/Tanzania activities (e.g., FHI (Youthnet) and Pact-Tanzania (TAP)).

Problems:

No problems were encountered. The mission director was very supportive of the audit process, seemed pleased with what we had accomplished thus far, felt our initial findings were reasonable and suggestions “doable” and is looking forward to the results of the survey.

Lessons Learned:

Some revisions are needed to the SOW to clarify the sequencing of the audit process. For example, the focus group protocols cannot be completed until after the results of the survey are done.

Trip Report

Country: Port-au-Prince, Haiti

Dates: February 28 – March 14, 2006

Purpose: USAID/Haiti Strategic Objectives – Gender Assessment

Team composition and responsibilities: Alexis Gardella

Brief statement about what the team did: Attended USAID/Haiti Strategic Objective Workshop (March 3-4); conducted interviews with USAID/Haiti personnel; conducted interviews with Port-au-Prince-based women's advocacy groups; and conducted interviews with a few relevant USAID partners.

Accomplishments: Interviewed a sufficient number of key individuals and organizations to complement literature review and prepare a current gender assessment.

Problems: (1) Dates conflicted with the end of the Carnival season, so many people were out of the country on holiday; (2) dates conflicted with International Women's Day which caused several key individuals, including the Minister of Women's Affairs, to be out of the country; and (3) insufficient time to include any of the key USAID/Haiti partners who could have provided more specific data on their respective activities.

Lessons Learned: As much as possible, set up interview/appointments schedule ahead of arrival in country.

Trip Report

Country: Uganda

Dates: Feb 1-16, 2006

Purpose: Conduct three, 2-day gender integration workshops, in coordination with the Uganda Agricultural Productivity Enhancement Program (APEP). The purpose of the three workshops was to train staff and trainers on how to incorporate a message of gender into their everyday trainings. Specifically, the trainings aimed at:

- a) Developing a common understanding of gender and related concepts
- b) Enhancing practical gender analysis skills as a basis for identifying gender issues in agriculture and in household economy
- c) Creating a better understanding and appreciation of the implications of gender on agriculture, with specific reference to household economy
- d) Building knowledge and tools of integrating gender into their technical training

Team composition and responsibilities: Charity Kabutha (Kenya) - lead trainer; Joy Kwesiga (Uganda) – local gender specialist.

Brief statement about what the team did: All three workshops were held in Kampala and attended by 108 participants. The 40 participants who attended the first training (February 6-7) consisted of USAID staff and implementing partners. The second workshop (February 9-10) brought together 36 producer organizations' trainers from USAID/APEP. These trainers provide partners with organizational development, production, and marketing support. This second workshop was also attended by technical advisors and other field-based staff from various USAID implementing partners. The third workshop (February 13-14) had 32 participants, most of whom were field-based commodity leaders and demonstration site coordinators.

Accomplishments: At the end of each of the three workshops, some aspects of change, which could be associated with the gender training, were noted. Changes were noted in skills and knowledge, attitude, and commitment to apply the knowledge gained. Some workshop participants, particularly among the lead farmers, expressed their intentions to make changes within their households and to act as role models for other farmers. Equipped with knowledge and skills and aware of the negative implications of gender issues, the participants made solid commitments to integrate gender in ongoing programs and in other cases, working towards mainstreaming gender in new projects in the pipeline. Participant commitments as stated in evaluation forms and action plans reflecting content and time schedules are a clear testimony of a valuable outcome of the training sessions:

- Use all gender analysis tools – all tools – when conducting participatory monitoring and evaluation
- Incorporate it in our trainings
- Be ADS compliant
- To act as a focal point in my organization
- Use Gender Analysis Matrix tool to assess impact of gender in farming/agricultural income
- Incorporate gender in our trainings

Problems: 1) Duration of the Workshop: More time is required for such training. Participants needed more time to carry out practical exercises. As trainers, they need to have real hands-on practice since they have to train others on such skills. 2) Language of Instruction: Although the majority of the participants were very fluent in the English language, one or two participants (in workshop 3), could not express themselves well. A Training Needs Assessment would have revealed such constraints and found ways of handling them.

Lessons Learned: The Team would like to emphasize the need for prior discussion and agreement between the group in charge at the Headquarters in Kampala and the training team. This way, the expectations of both groups would be met, thus allowing workshops to run smoothly to avoid incidences such as:

- a) Unclear and very broad scope of work. For example, there was no mention of a training manual until the first face-to-face meeting of the facilitators and the Kampala organizing team (Thursday February 2nd 2006). Production of a training manual is a process which requires a lot of time and pre-tests, as well as consultation with potential users. Facilitators were expected to have this manual ready for handout at the first workshop on February 6th 2006. Even at the second stage, the actual parameters were not clear, until the conclusion of the first workshop (Wednesday February 8th 2006). This again left little time for the facilitators to attend to this task as they had to prepare for the 2nd and 3rd Workshops (February 9-10th and 13-14th 2006).
- b) Prior clear agreement on the content of each workshop to avoid the occurrences of workshop I, where some members of staff suddenly took over the session, as the facilitators were in the process of giving instructions. This event was noted by the participants, which also gave the impression of lack of preparation on the part of facilitators.¹ We believe there are other ways of intervening (e.g. discussion and feedback during break time since the actual programme had been agreed the day before, including going through details of what type of exercises would be undertaken).
- c) A Training Needs Assessment (TNA) to establish the knowledge level of the participants is essential, and particularly in cases where the training duration is extremely short (two days). This had actually been suggested by the facilitating team. Some participants, especially in workshop I, felt that some aspects on which they had prior exposure could have been skipped while workshop 2 participants indicated that they would have wished to go through The PMC.
- d) Number of participants in workshops. These workshops were rather too large for effective management (32-40 participants), particularly because time was tight. Groups of 20-25 are recommended. It is therefore recommended that, where possible, such training takes on smaller groups.

¹ Similar confusing interventions were experienced during the session on Project Cycle Management – facilitators asked to apply the USAID version instead of the conventional type. It was not even clear, from participants' contribution, that this was a well-know and agreed version.

Trip Report

Country: Peru

Dates: February 5-15, 2006

Purpose: To conduct a two-day workshop on Implementation of Gender-based Violence Programs for the Ministry of Health, the Ministry of Women and Social Development, and other USAID/Peru NGO and contractor partners. To provide technical assistance on strategic planning for the implementation of gender-based violence protocols in health services.

Team composition and responsibilities: Deborah Caro (Cultural Practice): Team Leader and Trainer; Sandra Aliaga (CEDPA): Lead Trainer; Rosa Maria Garate (Policy/PDI Project/Peru) and Edita Herrera (Policy/PDI Project/Peru) training team members. Both Caro and Aliaga also provided technical assistance in conjunction with the PDI staff in Peru in the days following the workshop.

Brief statement about what the team did:

The team met on Monday and Tuesday, February 6-7, to develop the final design of the workshop and to finalize materials, especially the case studies that were prepared in first draft by a local consultant, Grecia Rojas.

The workshop took place on Wednesday and Thursday, February 8-9, and was attended by 32 participants. The majority of the participants were from the Ministry of Health that has a mandate to revised and implement GBV protocols developed about two years ago. The attendees were under considerable pressure to use the workshop to develop a concrete product that they could take back to the Minister as evidence that they were moving forward on the mandate. Other attendees included USAID/Peru health partners from NGOs, contractors, and other Peruvian government agencies (Ministry of Women and Social Development, Ministry of Justice, and Ministry of Interior).

On Friday, the team worked with the Ministry of Health Intersectoral Committee on GBV to help them design a strategic implementation plan for integrating GBV services into the regular health services offered in one peri-urban, and two rural districts. The team continued the process with the same Group on Monday morning, February 13th. In the afternoon, the team also met with the Executive Director of the National Plan for the Prevention of Family and Sexual Violence at the Ministry of Women and Social Development to assist her in prioritizing critical communications activities for the next six months. On Tuesday, February 14, the Team met with the Director and two staff members of Office of Statistics of the Ministry of Health to discuss their role and the opportunities and challenges of collecting information on gender-based violence in the country. On Tuesday afternoon, the team met with the gender-based violence team at the National Institute of Mental Health to discuss the ways that they could more effectively integrate gender considerations into their psychosocial support activities for survivors of gender-based violence in post-conflict regions of the country.

Workshop Participants: Women (29) Men (3)

Accomplishments:

- Successful completion of a two-day workshop

- Development of a draft strategic implementation plan for the Intersectoral Committee on GBV at the Ministry of Health
- Technical assistance to three other Peruvian government agencies on how to proceed with integration of gender considerations in their GBV programming.

Problems: It was somewhat difficult to manage political pressures that arose as the result of public criticism of the Ministry of Health by the NGO sector that occurred in a news conference during the second day of the workshop. That event provoked some pressure from the participants on the trainers to alter the training agenda. In the end, the trainers were able to persuade the participants that the training agenda would get them the result they were looking for in conjunction with follow-on technical assistance during the days following the workshop. In the end, the participants from the Ministry of Health were extremely happy with the implementation plan they produced, but it caused some disruption in the workshop schedule.

Lessons Learned:

It is necessary to understand the motivations and expectations of the participants attending the workshop and to be very clear about which of their expectations can be met by the workshop and which cannot.

Trip Report

Country: Nicaragua

Dates: March 14- 25, 2006

Purpose: To conduct 3, 2-day gender integration workshops

Team composition and responsibilities: Debbie Caro (Cultural Practice): Lead Trainer for Gender Analysis and Gender Integration in the Program Cycle; Sandra Aliaga (CEDPA): Lead Trainer for Gender as an Analytical Concept and Gender Integration; Diana Prieto (USAID/GH): USAID/W Representative and Trainer for USAID ADS Gender Requirements and Strategies for Gender Integration; Frances Houck (CEDPA) Managerial Support and Trainer for Personal Experiences with Gender-based Constraints and Opportunities.

Brief statement about what the team did:

The team conducted three gender integration workshops of two days each for a total of 75 people from USAID health sector programs (contractors, NGOs, and government) and USAID staff from different sectors. We met with the Mission Director, the Deputy Director, and the Director of the Social Investment Office, Connie Johnson. We worked closely with Claudia Evans, from the SI Office who manages the health portfolio for the Mission and with Gertrudis Medrano who provides leadership on gender for Nica Salud, a network of NGOs working in the health sector.

If a training course was conducted, please include the number, disaggregated by sex:

Workshop 1 (March 16-17): Women (17) Men (6)

Workshop 2 (March 20-21): Women (20) Men (8)

Workshop 3 (March 23-24): Women (17) Men (12)

Totals: Women (54) Men (26).

Some people attended multiple workshops but total enrollment was 75.

Accomplishments:

- Successful completion of three workshops
- Formation of a gender coordinating committee among Collaborating Agencies (CAs) in Health.

Problems: None

Lessons Learned: It was extremely helpful to have four trainers available for such an intensive training schedule of three workshops back to back.