

PN. ABM-170
7926

Final Report

AF/WID ADVISORS

TEAM PLANNING WORKSHOP REPORT

December 2-20, 1992

**Presented By:
GENESYS**

**August 1992
Prepared for:
Office of Women in Development
Bureau for Research and Development
Agency for International Development
Contract No. PDC-0100-Z-00-9044-00**

AF/WID ADVISORS
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December 2-20, 1992

BY:

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FACILITATOR

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WORKSHOP REPORT

The workshop was held in the State Plaza Hotel in Washington, D.C., an environment that added much to the success of the workshop. It was a convenient and comfortable location for the AF/WID advisors and for the A.I.D. staff who were presenters.

Prior to the workshop interviews with all of the AF/WID Working Group (except Connie Collins) were conducted. The interview asked the following questions:

1. What issues/concerns do you think are essential to cover during the AF/WID TPM?
2. What do you think the outcomes of the AF/WID TPM should be?
3. What are the current centrally funded projects within AID or the Africa Bureau which are key for the AF/WID advisors?

The responses were varied, with some respondents having little to say and others having detailed plans for the content and flow of the workshop. Several themes emerged from these interviews. In response to question 1, respondents believed that participants needed to know as much as possible about the organizational structure of the Africa Bureau and the Agency, that the scope of work for the AF/WID Advisors and the relationship of the Advisors to REDSO's and Missions needed to be carefully examined since the program was so long from birth to implementation, and that the AF/WID Advisors needed to develop a "team" approach to their work with a focus on the relationships between the advisors in the field and the Washington coordinator. Further, it was believed that the AF/WID Advisors needed to have a clear understanding of the Africa Bureau's approach to development work, the different legislation concerning the Africa Bureau and how it has effected their approach to development work, how gender issues fit into this approach and how we (Africa Bureau and the AF/WID Advisors) make that work.

The themes emerging from question 2 focused on issues of role clarification and establishing accountability. The major actors in the scenario were identified as the AF/WID Working Group, the AF/WID Advisors, the Missions or REDSO's, and the Africa Bureau with emphasis on tracking, monitoring and evaluating people level impacts and

establishing clear objectives for their work.

Responses to question 3 were quite varied. Respondents had a variety of ideas, reflecting their own interests and concerns. It would be fair to say that the responses covered A.I.D. and the Africa Bureau from A to Z. The general theme was that the AF/WID Advisors needed to be very well-informed about current and historical program efforts and be knowledgeable about who to contact about what. Some concern was expressed that a system needed to be developed to ensure that the information generated by the AF/WID Advisors could be made available to Mission staff and the Africa Bureau in a timely way.

Responses also indicated that while there were a wide variety of Washington based resources that were available to them, (e.g., The World Bank, UNIFEM, etc.), that their time would be better spent becoming acquainted with A.I.D./Africa Bureau programs, processes and policies. The opinion was expressed that the Washington-based Advisor could handle this aspect for all of the Advisors in a more efficient way.

Three of the four AF/WID Advisors were interviewed prior to the workshop. It was not possible to reach Fatou Rigoulet although numerous attempts were made. They were asked the following questions:

1. What issues/concerns do you think are essential to cover during the AF/WID TPM?
2. What do you think the outcomes of the AF/WID TPM should be?
3. What are the current centrally funded projects within AID or the Africa Bureau which are key for the AF/WID advisors?

The concerns of the AF/WID Advisors were much more specifically related to clarifying the expectations that the Africa Bureau had of them, getting some resolution about the target county issues, how their time was to be spent and where, clarifying roles and responsibilities with the Africa Bureau, their field supervisors, and clarifying the nature of the relationship between the Washington-based Advisor and themselves. Concern was expressed that their services were not a top priority in the field and that they needed some advice on how to get WID

issues on country and/or Mission agendas.

They wanted the outcomes of the workshop to clarify the above concerns, provide them with the opportunity to do some team building including getting to know what each of them could contribute to the success of the project, identifying the gaps in their skill and knowledge base (e.g., rapid rural appraisal methodology, Gender Analysis techniques, etc.) and what resources were available to them to fill these in. They wanted to come away with a shared vision and mission for their work, and how to get the most out of the time left in the project.

They found it difficult to respond to the question of what projects they needed to know about since they did not have sufficient background about A.I.D. or the Africa Bureau to respond specifically.

Interviews with WID Office staff and staff from key bureaus, offices were also conducted. They were asked to respond to the following questions:

1. What are WID's reporting requirements and how should these be integrated with Africa Bureau's?
2. What issues do you think would be essential to cover for the AFWID advisors during the TPM?
3. Which projects in your portfolio do you think are the most important ones to present at the AF/WID TPM?

Which ones do all AFWID advisors need to know about?

Which ones do only certain AFWID advisors need to know about?

4. Who should make the presentation?

These interviews produced a good deal of useful information particularly in regard to specific topics and programs and individuals who could present them in ways that would be useful to the AF/WID Advisors.

The issue of WID reporting requirements was difficult to pin down, not because they do not exist, but due to the differences in the Africa

Bureau's requirements and WID's efforts to adapt their needs to the new requirements of the Agency and the Africa Bureau. The WID Office worked hard before the session to get some clarity on these issues and did a good job of facilitating a reconciliation during the workshop. Once more the need for clarity around roles and responsibilities emerged with the added dimension of getting clarity around who's project this is, WID's or the Africa Bureau's and how this would all work.

In terms of outcomes, the WID Office wanted to be certain the AF/WID Advisors went into the field with a "tool kit" of good consultancy skills, developed a knowledge of how collaboration works, how to network, and how to do strategic planning with host country and missions in order to integrate gender concerns into projects and programs.

It was believed that it was important for the AF/WID Advisors to get to know the Desk Officers (Country Development Officers) for their respective target countries while they were in Washington.

Once more there was concern that the outcomes include clear consensus on expectations (work plans), roles and responsibilities, and how to help Missions collect base line gender data. Above all was the desire for the workshop to accomplish some team building among the AF/WID Advisors as a group and with the AF/WID Working Group.

Given this data we worked with Nina Bowen of the WID Office to develop a workshop agenda that would meet as many of these needs as possible. It was clear from the outset that not everything on everyone's agenda was going to get done. The established priorities were team building, clarity about roles and responsibilities, the development of individual work plans and providing sufficient information about A.I.D. and the Africa Bureau so that the AF/WID advisors left the workshop with a knowledgeable perspective on the vision, the organizational structure, the policies, procedures, and programs and the expectations in regard to this project in terms of outcomes.

The attached agenda (Attachment A) provides an overview of the activities of the workshop. The schedule proved to be a grueling one, with enormous amounts of information being presented daily. The first day we spent some time clarifying expectations about outcomes with the AF/WID Advisors and the AF/WID Working Group. After lengthy discussion the following

were agreed upon:

- **At both the AID/W and Mission levels, clarify roles and responsibilities. Set priorities.**

Missions Clarify role of RA's, e.g. Are we police to the

What can RA's do -- What are we expected to do?

Set priorities and Action Plan

Officers Develop relationship with Country Development

Who is the power base?

Roles/Responsibilities -- Africa Bureau/WID
Office/RA's/Local Advisor/WID WG

What do the Mission's want?

- **Identify resources and mechanisms for project implementation (R&D/WID, Africa Bureau, GENESYS, PRISM)**

- **Communications and development of mechanisms for regular reporting, e.g., formal reports, newsletters, workshops, seminars.**
Communication--Cables-Fax

- **Clarify target countries and sectors and implications for field activities (and PP amendment) and field advisor work plans/scheduling.**

Ensuring long term sustainable benefits to target countries

Target audience--who's the client?

Amount of time spent in target countries

Changes in the Project Paper

Set priorities and Action Plan

- **Clarify roles and responsibilities with respect to data gathering in the field (Africa Bureau and Agency-wide)**

Types of data gathering/how to measure them

- **Facilitate networking with in-country donors/PVOs/NGOs on WID issues. Discuss limits/appropriate roles--need for clarity.**
- **Establish time-frame and venue for internal review of AF/WID Project (Advisors, ONI, WID, WID WG).**

WEEK 1

The first week of the workshop was heavy on information presentations and while the information was important the AF/WID Advisors were anxious to get down to their immediate concerns. This week made it clear that a good deal of work remained to be done in order to clarify differing expectations of the AF/WID Advisors by the WID Office and by the Africa Bureau and the WID Working Group about the target countries, the nature of the task, the reporting requirements, and the network of roles and responsibilities that were inter-related.

WEEK 2

The second week was devoted to the AF/WID Advisors networking with various outside A.I.D. agencies and/or programs that shared concerns about gender. Individual schedules were developed for each of the Advisors based on their requests and input from the interviews.

WEEK 3

Week three focused on establishing clarity around roles and responsibilities, developing individual work plans and obtaining consensus with the AF/WID working group about necessary changes in the project paper and the SOW's. Time was also devoted to team building and skill development mostly done within the context of the above tasks. Each Advisor developed a responsibility chart (see Attachment B) and shared it with the group for feedback and revision. They developed a set of project outputs which were submitted to the AF/WID Working Group for comment and suggested revisions. They wrote and submitted to John McEnaney a paper that presented their views on necessary changes in the project paper (see Attachment C) for action. We did a short session on the Myers Briggs Type Indicator to provide both relief from task oriented work and some personal insight into their own styles and how these might interact on the team. Mary Picard kept detailed notes on each of the presentations that were made and distributed this valuable document to each Advisor.

CONCLUSIONS/RECOMMENDATIONS

The workshop was very informative, very demanding and may have been guilty of creating information overload for the Advisors. The final week did provide time for their major concerns to be dealt with more specifically. Each of them left with a much clearer sense of their role and responsibilities, a consensus on expectations for the project and an action plan that should get them off to a good start on their work. They had the opportunity to get to know one another and to establish a working relationship with the AF/WID Working Group and the WID Office.

One concern they expressed was that the AF/WID Working Group was not as much of a presence during the workshop as the Advisors expected. This did little to build trust or cohesion. The evaluation indicates that the Advisors regarded the workshop as successful (see Attachment D). Considering that these women had never met before, were faced with a bewildering array of new and often conflicting data, and for two of them, coping with a different culture, these results indicate success.

There are always a few people who make it possible to accomplish a workshop of these dimensions and they should be mentioned here. Nina Bowen of the WID Office was invaluable both before and during the workshop. Her clarity and tact made some difficult moments flow more smoothly. Ron Grosz, WID Office, gave much support, time and energy to making this a success. His contribution was above and beyond the call of duty. Sandra Amis of the MSI staff handled logistics and appointments and calls with patience and grace. This would not have happened without her work. Ed Comstock and Drew Lent also made valuable contributions. Ed worked out the preliminary agenda in my absence and Drew provided excellent ideas for the gender and stakeholder analysis sessions.

ATTACHMENT A

AGENDA: AF/WID TEAM PLANNING WORKSHOP

WEEK 1--DECEMBER 2--6, 1991

MONDAY, December 2, 1991

9:30-10:30 Welcome and Introductions

Presenters:

John McEnaney, AFR/ONI
Mary Fran Freedman, R&D/WID
Marge Bonner, AFR/DP
Tim Bork, AFR/PD

Attendees:

AF/WID Advisors
AF/WID WG

10:30-10:45 Break

10:45-12:30 Two Working Groups--AF/WID Advisors and
AF/WID WG:
Expectations for and Outcomes of Workshop
Report out from each working group
Building a working contract for the workshop

12:30-1:30 Lunch

1:30-2:30 The Africa Bureau Today--New Structure and
Focus

Presenters:

Brian Kline, AFR/MRP

2:30-3:30 Office of New Initiatives and Analysis,
Research and Technical Support

Presenters:

Warren Weinstein, Office Director, AFR/ONI
Jerry Wolgin, Office Director, AFR/ARTS

3:30-3:45 Break

3:45-4:30 The AF/WID Project--History and Background

Presenters:

John McEnaney
Nina Bowen
Stephanie Funk
Joan Atherton

4:30-5:30 Questions and Answers/Implications for AF/WID
Advisors

WEDNESDAY, December 4, 1991

8:30-9:00 Coffee

9:00-10:00 DFA--Program Strategy

Presenter: *Attendees*

 Joan Atherton Resource Panel Members

10:00-11:00 Project Assistance/Non-Project Assistance

Presenter:

 Bill Anderson

11:00-11:15 Break

11:15-12:30 **DFA--Tracking and Reporting for Results**
Resource Panel for Questions and Answers:
Joan Atherton, Dick Day, Mari Clark, Bill
Anderson
Implications for AF/WID Advisors

12:30-1:30 Lunch

1:30-3:00 Skill Building Session:
Gender Disaggregated Data -- WHAT and HOW?
Agency Reporting on WID
Agency-wide Reporting Efforts

Presenters:

 Mari Clark, R&D/WID

3:00-3:30 Questions and Answers/Implications for AF/WID
Advisors

3:30-3:45 Break

3:45-5:30 Skill Building: Gender Concerns in the
Project Design Cycle Topics: Project
Implementation and Adaptation

Presenter:

 Alan Lessick, MSI

THURSDAY, December 5, 1991

- 8:30-9:00 Coffee
- 9:00-10:30 Skill Building Session:
Getting Gender on the Mission Agenda
Topics: Building Collaborative Relationships
Being an Effective Consultant
Building Support Systems and Networking
- Presenters:*
Gloria Fauth
- 10:30-10:45 Break
- 10:45-12:30 Skill Building (continued)
- 12:30-1:30 Lunch
- 1:30-2:30 Education and Gender in Africa
- Presenters:*
Stephanie Funk, AFR/CCWA
Julie Rea, AFR/ARTS/HHR
Lynell Long, R&D/WID
Mary Rihani, ABEL
- 2:30-2:45 Questions and Answers/Implications for AF/WID
Advisors
- 2:45-3:45 Microenterprise and Gender in Africa
- Presenters:*
Jenna Luché, R&D/WID and Beth Rhyne, AFR
- 3:45-4:00 Questions and Answers/Implications for AF/WID
Advisors
- 4:00-4:15 Break
- 4:15-5:30 Health, Population and Nutrition and Gender
in Africa
- Presenters:*
Upcoming Issues: Pam Mandel, AFR/SA/ZSSM
Resource Panel:
Ann Van Dusen, Office Director, R&D/HP/H
Duff Gillespie, Office Director, R&D/HP/POP
Chloe O'Gara, Former Acting Director, R&D/WID
Frances Davidson, R&D/FA/N/ST
Hope Sukin, AFR/ARTS

FRIDAY, December 6, 1991

- 8:30-9:00 Coffee
- 9:00-10:00 Agriculture and Gender in Africa
- Presenters:*
 Tom Hobgood, AF/TR/ANR/PA
 Ron Grosz, R&D/WID
 Topics: Hobgood: Africa Bureau policy re
 agriculture,
 Grosz: Gender considerations in agriculture
- 10:00-10:15 Questions and Answers/Implications for AF/WID
 Advisors
- 10:15-10:30 Break
- 10:30-11:30 Environment, Natural Resources and Gender in
 Africa
- Presenters:*
 Ben Stoner, AF/ARTS/FARA
 Rosalie Norem, R&D/WID
- 11:30-11:45 Questions and Answers/Implications for AF/WID
 Advisors
- 11:45-12:30 SID/WID Cooperative Agreement
- Presenters:*
 Rosalie Norem, R&D/WID
 Martin Hewitt, R&D/WID
- 12:30-1:30 Lunch
- 1:30-2:30 RD/EID Resources/AMIS/SARSA/FSA
- Presenter:*
 Gloria Steele, R&D/WID
- 2:30-2:45 Questions and Answers/Implications for AF/WID
 Advisors
- 2:45-3:00 Break
- 3:00-4:30 Democracy Initiative and Gender in Africa
- Presenter:*
 Ann Williams, AF/DI
- 4:30-5:30 Week 1 Wrap-up
 Overview of Week 2

WEEK 2--DECEMBER 9-13, 1991

GENESYS

Sheila Maher, Acting Director
Ed Comstock, Training Director
Debbie Caro, Technical Director

ABEL: Mary Rihani

PVO Resources

WINROCK/AWLAE, Elise Smith
CEDPA, Adrienne Allison
ICRW, Lisa McGowen
PVO/NGO Initiatives, Ann Drabek

Desk Officers

Regional Office Heads (Protocol Visit)

World Bank

WEEK 3--DECEMBER 16-20, 1991

MONDAY, December 16, 1991

8:30-9:00 Coffee

9:00-12:30 Group Work: Clarifying Roles,
Responsibilities and Reporting Requirements
Focus: Responsibility Charting

Participants:
AF/WID Advisors
John McEnaney
Nina Bowen
Randy Roeser

12:30-1:30 Lunch

1:30-5:30 Group Work: Review of Project Paper
Focus: Achieving consensus on project
purpose, outputs, resolving target country
issues, and preparing list of salient project
questions for AF/WID WG

Participants:
AF/WID Advisors
John McEnaney
Marge Bonner
Nina Bowen
Mary Fran Freedman
Stephanie Funk
Sherry Grossman
Dick Day
Bill Douglas

TUESDAY, December 17, 1991

8:30-9:00 Coffee

9:00-11:00 Group Work: Present Questions to AFR/WID WG
for discussion

Participants:
AF/WID Advisors
Marge Bonner
Mary Fran Freedman
AFR/WID WG members

11:00-11:15 Break

11:15-12:30 Individual Work: Review of Individual Scopes of Work

Participants:
AF/WID Advisors

12:30-1:30 Lunch

1:30-3:30 Individual/Group Work: Develop and share individual work plans

Participants:
AF/WID Advisors

4:30 Warren Weinstein, Director ONI

WEDNESDAY, December 18, 1991

8:30-9:00 Coffee

9:00-12:30 Group Work: Develop Team Work Plan (submit to AFR/WID WG for feedback)

Participants:
AF/WID Advisors

12:30-1:30 Lunch

1:30-5:30 Skill Building Session: Gender Analysis, Stakeholder Analysis

Presenters:

Ron Grosz, R&D/WID
Gloria Fauth

THURSDAY, December 19, 1991

8:30-9:00 Coffee

9:00-10:30 Feedback on Work Plans from AFR/WID WG

Participants:

AF/WID Advisors
Marge Bonner
Mary Fran Freedman
AFR/WID WG members

10:30-10:45 Break

10:45-11:45 Feedback Continued

11:45-12:30 Final Edit: Scopes of Work and Work Plans

12:30-1:30 Lunch

1:30-2:30 CDIE Resources

Presenter:
Annie Foster, CDIE/DI

2:30-4:00 PRISM

Presenter:
John Mason, MSI

4:00-5:00 Open Time for Catch-up

FRIDAY, December 20, 1991

8:30-9:00 Coffee

9:00-12:30 Loose Ends
Wrap-up
Evaluation

12:30-2:00 Luncheon with AFR/WID WG and R&D/WID Office
Reps

ATTACHMENT B

17A

ATTACHMENT C

ITEMS TO APPEAR IN MEMORANDUM ON AF/WID PROJECT PAPER

1. Project Goal and Purpose

There are two approaches to modifying goal and purpose:

a. Amendment to PP

As John McEnaney explained, a formal amendment to the PP is not advisable because it would be a long and complicated process and, in the end, is not really necessary for us to accomplish what it is we want. However, if we opted for a formal amendment, the goal and purpose would be rephrased as follows:

GOAL: Increased and more equitable social and economic growth through greater participation and integration of women in the development process..

PURPOSE: Increase the participation of and benefits to African women in selected A.I.D. development programs and projects and other related activities.

b. Written Understanding

If we leave the goal and purpose intact, we may want to put in writing our interpretation of the language used to describe the goal and purpose. This would be included in the memorandum and can be phrased however we choose and decide as a group. This would at least safeguard us against criticisms that are based on individual interpretations of goal and purpose later on. This could also be an opportunity to articulate our vision and the direction we would like to go in.

2. Project Outputs and Indicators

Are these to be people-level? What kind of impacts do we wish to create for African women and men?

3. Democratization and Governance

We need a paragraph to follow the section on project goal and purpose that explains the role of D&G in the Project. This was well expressed by Stephanie Funk, along the following lines:

To the extent practicable, this Project will seek to address issues of democratization and governance. Under the Agency's Democratic Initiative, democracy is treated as a cross-cutting issue, contributing to economic

development. To help Missions bring democracy into their programs and projects, the AF/WID Project will focus on the link between democratic change and gender. Pending further Congressional action on the democracy initiative, the nature of AF/WID's activities in this area will vary on a country-to-country or Mission-by-Mission basis.

4. Target Countries

Change to "focus countries." Each region should be described separately to identify focus countries in the short term.

5. Omissions to PP

a. Under regional advisors' scope of work, omit:

"With guidance from the Washington resident advisor, the regional advisor will undertake the application/revision of the new AFR WID monitoring/information system in priority countries . . . to end of paragraph, p.B-8.

b. Under resident advisor's scope of work, omit:

"The advisor will develop, install and maintain a monitoring/information system on the types, levels and degrees of female involvement in development programs. The system will draw heavily on existing reporting systems such as the Action Plans and PIRs (over time it should also improve the quality of those reporting systems), but it will also rely on reporting from regional advisors, particularly from non-A.I.D. programs and projects."

ATTACHMENT D

AF/WID ADVISORS TEAM PLANNING

WORKSHOP EVALUATION

Rate the degree to which the following expectations were met during the workshop. A rating of 5 indicates that the expectation was fully met, a rating of 1 indicates that it was not met at all. (Number of Respondents-4)

- **At both the AID/W and Mission levels, clarify roles and responsibilities. Set priorities. M = 4.5**

Clarify role of RA's, e.g. Are we police to the Missions? M = 3.8

What can RA's do ? What are we expected to do? M = 3.8

Set priorities and Action Plan M = 4.3

Develop relationship with Country Development Officers M = 3.3

Who is the power base? M = 3.8

Roles/Responsibilities -- Africa Bureau/WID Office/RA's/Local Advisor/WID WG M = 5.0

What do the Mission's want? M = 4.3

- **Identify resources and mechanisms for project implementation (R&D/WID, Africa Bureau, Genesys, Prism) M = 5.0**

- **Communications and development of mechanisms for regular reporting, e.g., formal reports, newsletters, workshops, seminars. M = 4.5**

Communication--Cables-Fax M = 3.5

- **Clarify target countries and sectors and implications for field activities (and PP amendment) and field advisor work plans/scheduling. M = 4.0**

Ensuring long term sustainable benefits to target countries M = 3.7

Target audience--who's the client? M = 4.7

Amount of time spent in target countries M = 3.0

Changes in the Project Paper M = 5.0
Set priorities and Action Plan M = 4.3

- Clarify roles and responsibilities with respect to data gathering in the field (Africa Bureau and Agency-wide) M = 4.3

Types of data gathering/how to measure them
M = 3.3

- Facilitate networking with in-country donors/PVOs/NGOs on WID issues. Discuss limits/appropriate roles--need for clarity.
M = 4.7
- Establish time-frame and venue for internal review of AF/WID Project (Advisors, ONI, WID, WID WG).
M = 3.0

Use the space below to make any other comments you wish to make about the workshop, e.g., workshop facilities, facilitator, duration, etc.

COMMENTS:

I think Gloria did a terrific job facilitating this workshop. It was a pleasure having you with us, Gloria, for the three weeks. Thanks for your hard work and enthusiasm.

The ideal model of how to run and manage a workshop with the perfect facilitator.

I learned more about working with people from you these three weeks than I have learned in a lifetime. Thanks!