Project Completion Report:

Core Contract

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WID TECH

1717 Massachusetts Ave. NW, Suite 302, Washington, DC 20036 USA
Tel.: 202-332-2853   FAX: 202-332-8257   Internet: WIDinfo@widtech.org

A Women in Development Technical Assistance Project

Development Alternatives, Inc. ● International Center for Research on Women
Academy for Educational Development ● Development Associates, Inc.

Project Completion Report:
Core Contract

by

Tulin Pulley, Andrea M. Allen, Yeshiareg Dejene, Hilary Sims Feldstein,
Marcia Greenberg, Charlotte Johnson-Welch, Akanksha Marphatia,
Mary Rojas, and Catherine Spaur

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ACKNOWLEDGMENTS

ACRONYMS

Academy for Educational Development	AED
Africa Bureau	AFR
Asia and Near East	ANE
Asia Pacific Economic Cooperation	APEC
Community Conservation Coalition	CCC
Center for Micro-Finance	CMF
Comparative and International Education Society	CIES
Contracting Officer's Technical Representative	COTR
Development Alternatives, Inc.	DAI
Democracy & Governance	D&G
Ecology, Community Organization, and Gender	ECOGEN
Education for All	EFA
Economic Growth and Agricultural Development	EGAD
Ethiopian Women in Development Fund	EWDF
Europe and Eurasia	E&E
Girl's and Women's Education	GWE
Global/Office of Women in Development	G/WID
Human Capacity Development	HCD
International Center for Research on Women	ICRW
Intermediate Result	IR
Latin America and the Caribbean	LAC
Life of Project	LOP
Managing Ecosystems and Resources with a Gender Emphasis	MERGE
Microfinance Institution	MFI
Ministry of Education	MOE
Non-Governmental Organization	NGO
President's Interagency Council on Women	PICW
Regional Center for Southern Africa	RCSA
Strategies for Advancing Girl's Education	SAGE
Strategic Support Objectives	SSO
Task Order	TO
The Nature Conservancy	TNC
Universal Primary Education	UPE
West Africa Regional Program	WARP
West African Economic and Monetary Union	WAEMU
Women in Development Technical Assistance Project	WIDTECH
Women, Law and Development International	WLDI

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EXECUTIVE SUMMARY

Since the establishment of the Office of Women in Development in 1974 and its Women in Development (WID) policy in 1982, USAID has been a leader in international development efforts to improve the economic, social, and political status of women. In March 1996, USAID adopted a Gender Plan of Action to foster institutional changes for better integration of gender issues in its development programs. The Office of Women in Development (G/WID), situated in USAID/W Global Bureau[1], is responsible for executing the Agency's WID policy, institutionalizing gender considerations in all USAID development programs, and reporting to Congress on the Agency's progress. The Women in Development Technical Assistance (WIDTECH) Project was a five-year, $10,304,116 contract that began September 2, 1996, as a one-year project with the provision of three option years to follow the base year. The project was completed December 31, 2001, following a 16-month extension. There was an associated Requirements (Task Order) Contract that began at the same time and ended December 31, 2000. Task Orders issued through the Requirements Contract produce their own reports so are not featured in this report. When there was synergy between a particular Task Order and work performed under the Core Contract, this report makes reference to that Task Order.

WIDTECH promoted gender integration by supporting G/WID's goal through four key objectives:

1. Contribute to a development process sensitive to gender issues and supportive of women through broad-based technical assistance to USAID Central and Regional Bureaus and Missions in policy analysis and strategic planning; project and program design, implementation, monitoring, and evaluation; sector assessments and performance measurement; research design; and data collection and analysis;

2. Increase capacity to address gender issues through gender training across sectors to USAID/Washington (USAID/W) and Mission staff, USAID contractors, and host country counterparts (government, private sector, and NGOs);

3. Expand knowledge of strategies and lessons learned through dissemination of results through a variety of publications and forums; and

4. Build linkages between USAID/W, Missions, NGOs, and host country governments as well as bilateral and multilateral donor agencies on gender-related activities.

In addition, WIDTECH's small grants program aimed to build partnerships with local NGOs and strengthen their capacities to address gender issues and improve women's participation in and benefits from development. WIDTECH services focused on five strategic areas:

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[1] Throughout most of the life of the WIDTECH contract, the WID Office was located in the Global Bureau. However, following the Agency reorganization in October 2001, the WID Office was relocated to the Bureau of Economic Growth, Agriculture and Trade (EGAT).

environment and natural resources; democracy and governance; economic growth; education and human capacity development; and population, health, and nutrition.

WIDTECH was implemented by a prime contractor, Development Alternatives, Inc. (DAI), and four subcontractors—International Center for Research on Women (ICRW); Academy for International Development (AED); Development Associates, Inc. (DA); and Women, Law and Development International (WLDI). WLDI resigned from the consortium in Option Year 3 and was not replaced.

ACHIEVEMENTS AND LESSONS LEARNED

WIDTECH achieved its expected results through the delivery of high quality, timely, and effective technical assistance, training, small grants, and information dissemination with the short-term impact of increasing people's knowledge of gender issues and establishing institutional mechanisms to ensure gender is properly addressed in development programs. These impacts are expected to have a demonstrable effect on women over the medium term.

Democracy and Governance

- WIDTECH used gender considerations to illustrate broader issues such as the quality of participation, ensuring participation from a diverse set of stakeholders and demonstrating how policies and development practices might have differential impacts on different population groups. WIDTECH helped expand the notion of democracy and governance beyond political participation to include decision making in terms of the management and use of natural resources, to the organization and management of schools, to the role of media in influencing public decisions about childcare policies and other social support systems. WIDTECH also explored the linkages between democracy and governance and humanitarian assistance programs, looking at the potential contributions of women and women's organizations in post-conflict reconstruction programs.

- WIDTECH's most significant long-term impact at the Bureau level was on the Global Bureau's D&G Center as a result of providing daily guidance and technical assistance in collecting information for program development, performance monitoring, and training in gender issues. WIDTECH's impact in the D&G sector at the regional level was most pronounced in E&E and Africa. WIDTECH collaborated with both Bureaus and provided technical assistance to USAID Missions in Macedonia, Romania, Ukraine, Bulgaria, Poland in the E&E region and South Africa, Mali, Eritrea, Angola, and Regional Center for Southern Africa in Botswana in the Africa region.

Economic Growth

- WIDTECH contributed to the gender and development field through two innovative areas of research. The seven-country study conducted in collaboration with the USAID West

Africa Regional Program provided information for the first time on the regional cross-border trade activities of women and on their constraints and potential contributions to regional income generation. In Nepal, a WIDTECH small grant combined with Global Bureau EGAD Center technical assistance launched the research and design of a pilot insurance scheme for women entrepreneurs against livestock loss and funeral expenses, which were identified by the women as the most common causes for the collapse of their businesses. In Jordan, WIDTECH conducted a study of 5,445 women to profile women entrepreneurs and identify constraints they faced in starting-up, managing, and realizing a profit in their businesses.

- WIDTECH's most significant program wide impact in the field of economic growth was in the Africa region, informing the development of the West Africa Regional Trade and Investment Program through a multi-country assessment of women's cross-border trade activities. This was followed up by small grants to three NGOs in Benin, Burkina Faso, and Senegal to strengthen women's business networks and alleviate constraints to women's enterprises and cross-border trade development in the region. At a Mission level, WIDTECH's most significant impact issued from the study in Jordan.

Education

- WIDTECH contributed to the new thinking in the development community that the causes and symptoms for girls' absence in school are linked to health, economic, environmental, and governance issues. WIDTECH tested approaches in Mali, Nepal, and Morocco to improve the enrollment and retention rates of girls by reducing their and their families' opportunity costs. For example, in Mali, the Mission looked at how the provision of community wells would reduce the need to keep girls at home so they could fetch water from far-off water sites. WIDTECH assistance emphasized local capacity building and forging coalitions between public and private institutions and communities to support efforts to increase girls' education.

- WIDTECH's most substantial impact in the education sector was achieved under the SAGE Task Order, which will be reported at its completion in July 2002. The impact of the WIDTECH Core Contract was highest in Africa. At the Bureau level, WIDTECH positively influenced the integration of gender issues in annual staff training workshops of the Global Bureau's Human Capacity Development Center.

Environment

- WIDTECH's focus on community conservation brought attention to the human dimension of conservation, including involving communities in the management of natural resources. The focus encouraged environmental decision making, leadership, and participation by both men and women within the civil society so they can better serve as advocates for environmental issues of concern to them, their families, and communities. This approach also facilitated linkages between social scientists and environmentalists

around two common goals: conservation of biodiversity and sustainable use of natural resources.

- WIDTECH's largest impact was in the LAC Region. WIDTECH integrated gender into the institutional policies of the Bureau's main implementing partner, The Nature Conservancy, and established the Community Conservation Coalition, which brought together international institutions interested in gender and conservation, including WIDTECH, Conservation International, The Nature Conservancy, World Wildlife Fund, and the World Conservation Union. At the regional level, WIDTECH worked with an alliance of NGOs in the LAC region called MERGE (Managing Ecosystems and Resources With a Gender Emphasis) and organized a Regional Forum on Conserving Biodiversity: From the Andes to the Amazon: Community Conservation with a Gender Perspective. WIDTECH also integrated gender into the annual Environment Center training and contributed to the environment sector training in many Missions, mainly in LAC and Africa regions.

Gender Integration at a Systems Level

WIDTECH had a notable impact on the institutionalization of gender issues in USAID policies, programs, and projects in primarily four areas:

1. Mainstreaming gender integration in Agency annual training workshops on democracy and governance, environment, and human capacity development;

2. Contributing to the ADS 200 Series with the ADS Annex on Gender Integration and Analysis to provide practical guidance to all Agency staff on how to apply gender analysis in all activities related to planning, achieving, and implementing as well as assessing and learning;

3. Contributing to the development of G/WID Results Framework and performance indicators; and

4. Contributing language on gender expertise and accomplishments for the revision of Agency guidelines on recruitment and performance evaluations.

Gender Integration through Technical Assistance

- WIDTECH technical assistance in developing a gender strategy (for Missions in the Philippines, Lebanon, Mexico, Ukraine, and Bulgaria) and assisting in a project design (USAID/Egypt) or an assessment (USAID/Macedonia) created awareness and increased skills in gender integration. The long-term impact of such single-time interventions is uncertain in the absence of Mission monitoring and evaluation results.

- Missions and Bureaus that had strong leadership and active gender advocates requested technical assistance, training, and small grants investments from WIDTECH. This had a demonstrable high impact in the level of gender integration in development programs (in USAID/Morocco, Jordan, Nepal, Guatemala, El Salvador, Brazil, and Mali as well as the LAC Bureau and Global Bureau's Centers for Democracy and Governance, Environment, and Human Capacity Development).

Gender Integration through Training

- Providing training alone in a Mission or Bureau has limited impact. When training was combined with technical assistance (as in RCSA, Rwanda, and Madagascar) or small grants (such as Nepal) to reinforce the training concepts, and when counterparts at the Bureaus (D&G Center) and Missions (USAID/Morocco) or the host country (Uganda Makerere University and National Environment Management Authority) collaborate in the training, the impact on gender integration was greater.

- In Uganda and Morocco, WIDTECH provided two-stage training. This process creates opportunities for clarification of terms and methods and reinforcement of lessons learned through activities trainees are expected to implement during the interim session.

- WIDTECH's technical specialists in environment and democracy and governance brought technical and training expertise into daily working relationships. This approach made the most substantial impact in terms of their USAID and other institutional partners' learning and applications of gender concepts and analysis.

Gender Integration through Small Grants

- Among the 27 small grants provided to NGOs worldwide, WIDTECH helped build linkages with USAID Missions and their local NGO counterparts while providing some capacity strengthening for NGOs through review and feedback during the proposal-writing process, submission of financial statements, and development of work plans to implement proposed activities. The highest impact was reached when WIDTECH provided direct technical assistance to the grantees in the design and implementation of their activities such as in Nepal; Burkina Faso; Uganda, Bosnia-Herzegovina; Karat Coalition, based in Poland; Brazil; and El Salvador.

Gender Integration through Communication and Dissemination

- The marketing strategies of WIDTECH and G/WID did not create sufficient visibility of the project to bolster demand for technical services in its early years. However, marketing mailings had a positive effort on demand after 1999 when they became systematic semi-annual mailings.

- Reports and Information Bulletins were sought after by audiences already interested in gender, while WIDTECH reached larger audiences through the website, seminars, and targeted listservs. WIDTECH seminars on technical assistance results and sectoral topics and the Community Conservation Coalition monthly seminar series called "Conversations" drew together USAID, NGOs, and other donors to discuss new areas of research and innovative approaches to gender integration. These were well attended but needed to be supported by written documents to ensure long-term access to the content of the presentations.

Lessons Learned

1. **Strategic Approach.** Successful gender integration starts with sector-specific goals while emphasizing cross-sector linkages, builds coalitions among allies in USAID and its partner organizations from assessment to implementation of activities, and aims at enhancing sustainable development results.

2. **Modalities.** There is a great demand for sector-based technical assistance in gender issues, technical results-oriented gender training, small grants to build linkages with and strengthen the capacities of local NGOs working on women in development, and information sharing on comparative approaches to gender integration and their results.

3. **Management.** Strategic management of a demand-driven contract is critical to avoid fragmented activities resulting in limited learning and impact. G/WID and its contractor must work as a team to provide technical leadership, build linkages with Missions and Bureaus to market project services as differentiated from other procurement mechanisms, and engage in systematic monitoring and evaluation of project outputs against its expected results.

4. **Impact at Mission and Bureau Levels.** Single short-term interventions through technical assistance, training, small grants, and information dissemination are worthwhile but have limited impact on Mission and Bureau programs. When technical assistance and training are interwoven and supplemented by consistent information dissemination and small grants to Mission and Bureau counterparts, there is significantly higher impact on increasing commitment and skills for mainstreaming gender issues in development programs and creating a community of gender advocates.

5. **Impact at a Global Level.** The global impact of a G/WID technical assistance project is exponentially increased by working in partnership with host country governments and NGOs and by building alliances with regional coalitions and international institutions.

Recommendations

- Promote gender-equitable outcomes by using democratic principles of participatory decision making in programs and activities; investing in the capabilities of women so they can better contribute to and benefit from economic, legal, political, and social development; and addressing emerging issues such as women's access to insurance, regional trade, and other employment and economic opportunities.

- Ensure that gender integration projects have a set of modalities that will allow them to be responsive to different types of needs and that can build on one another.

- Ensure that contracts that aim to support gender integration respond to the perceived and felt needs of USAID and its partners and promote the use of services through regular marketing outreach.

- Ensure that WIDTECH's successor emphasizes gender integration within the Agency' strategic framework for each sector.

- Create a web of gender expertise throughout the Agency by continuing to build gender capacity of sector specialists in USAID and partner organizations.

- Identify allies and build coalitions to extend the web of gender expertise, knowledge, and practice throughout and outside of the Agency.

- Under the Agency's results framework and the new ADS guidelines that call for explicit gender integration in program planning, implementation, and monitoring and evaluation, expect and measure results under gender-sensitive programs to demonstrate the impact of integrating gender for sustainable development outcomes.

- Create opportunities for Bureaus and Missions to share their innovations in gender integration with their peers in the Agency.

- Follow up on efforts initiated under WIDTECH to maintain the momentum of gender integration started at the Mission level.

- Engage communities, Missions, and partners in using gender analysis to identify factors that contribute to gender inequities and undermine development investments and to prioritize among these factors to achieve maximum impact.

- Develop a monitoring and evaluation plan to document progress and results, and use this plan as a tool for strategically and systematically managing the activities and performance of WIDTECH's successor.

INTRODUCTION

The goal of USAID's Office of Women in Development (G/WID) is to enable women to participate fully and benefit equally in the economic and social development process and to incorporate gender concerns into all policy, program, and planning activities in USAID-assisted countries. The Women in Development Technical Assistance Project (WIDTECH) started September 2, 1996, as a one-year project with the provision of three option years to follow the base year. The project was funded by G/WID through a Core Contract (No. FAO-0100-C-00-6005-00) and an associated Requirements Contract (No. FAO-0100-Q-00-6006-00). The Core Contract served as a mechanism to respond to requests for short-term assistance while, under the Requirements Contract, Missions and Bureaus could issue Task Orders to obtain long-term sector-specific or program-wide technical services (called Task Orders) (Annexes 1A and 1B). By the end, WIDTECH Core was a five-year, $10,304,116 contract that included a 16-month extension for the Core Contract—to December 31, 2001—and a three-month extension to its companion Requirements Contract—to December 31, 2000. The total contract value of the 15 Task Orders issued under the Requirements Contract was $18,746,627.

WIDTECH promoted gender integration by supporting G/WID's goal through four key objectives:

1. Contribute to a development process sensitive to gender issues and supportive of women through broad-based technical assistance to USAID Central and Regional Bureaus and Missions in policy analysis and strategic planning; project and program design, implementation, monitoring, and evaluation; sector assessments and performance measurement; research design; and data collection and analysis;

2. Increase capacity to address gender issues through gender training across sectors to USAID/Washington (USAID/W) and Mission staff, USAID contractors, and host country counterparts (government, private sector, and NGOs);

3. Expand knowledge of strategies and lessons learned through dissemination of results through a variety of publications and forums; and

4. Build linkages between USAID/W, Missions, NGOs, and host country governments as well as bilateral and multilateral donor agencies on gender-related activities.

In addition, WIDTECH's small grants program aimed to build partnerships with local NGOs and strengthen their capacities to address gender issues and improve women's participation in and benefits from development. WIDTECH services focused on five strategic areas: environment and natural resources; democracy and governance; economic growth; education and human capacity development; and population, health, and nutrition.

The expected results of the WIDTECH project as defined in the original contract were:

- High-quality technical assistance provided to USAID/Washington and Missions;

- More and better integration of women and gender approaches into all aspects of USAID's project planning and implementation;

- Enhanced skills and capacity of USAID staff and partners to address gender issues; and

- More and better information available about women and gender issues, and ways to integrate these into development policies and practices.

WIDTECH achieved these results through the delivery of high-quality, timely, and effective technical assistance, training, small grants, and information dissemination with the short-term impact of increasing people's knowledge of gender issues and establishing institutional mechanisms to ensure gender is properly addressed in development programs. These impacts are expected to have a demonstrable effect on women over the medium term. The indicators of short-term performance were positive ratings on quality and timeliness of the technical assistance, as evidenced by Mission feedback and repeat requests for technical assistance (Annex 2).

WIDTECH was implemented by a prime contractor, Development Alternatives, Inc. (DAI), and four subcontractors—International Center for Research on Women (ICRW); Academy for International Development (AED); Development Associates, Inc. (DA); and Women, Law and Development International (WLDI). WLDI resigned from the consortium in Option Year 3 and was not replaced.

The WIDTECH core team consisted of a Project Director (ICRW); a Project Manager or Program Coordinator (DAI); technical specialists in democracy and governance (WLDI/DAI), economic growth (ICRW), education (DAI), environment (DAI), and population, health, and nutrition (ICRW); a training specialist (ICRW); a program analyst (ICRW); a small grants coordinator (DAI); a Task Order manager (DAI); a project administrator (DAI); and an administrative assistant (ICRW). G/WID eliminated the technical specialist positions for population, health, and nutrition (1998) and education (1999) because G/WID and the Agency had other mechanisms to support USAID and its counterparts in those sectors. WIDTECH hired a program analyst, who was an education specialist, in 2000.

To elaborate on how WIDTECH moved strategically and systematically from objectives to implementation to the achievement of expected results, this Project Completion Report summarizes WIDTECH's context, synthesizes its operational achievements, highlights the areas of significant impact and innovations, and provides key lessons learned and recommendations.

The Project Completion Report focuses on the WIDTECH Core Contract. Although reference is made to work performed under WIDTECH Task Orders such as Strategies for Advancing Girls' Education (SAGE) or the NGO Grants Program, no details are provided for achievements under any Task Order, as they are reported elsewhere.

The Project Completion Report is organized as follows:

BACKGROUND AND CHANGES OVER TIME
OPERATIONAL ACHIEVEMENTS
    I.   Democracy and Governance
    II.   Economic Growth
    III.   Education and Human Capacity Development
    IV.   Environment and Natural Resources
    V.   Training
    VI.   Small Grants Initiative
    VII.   Communication and Information Dissemination
SYSTEM-WIDE GENDER INTEGRATION
SYNTHESIS OF IMPACT AND INNOVATIONS
SYNTHESIS OF LESSONS LEARNED
CONCLUSIONS AND RECOMMENDATIONS.

The annexes provide more specific information on the project's activities.

BACKGROUND AND CHANGES OVER TIME

This section gives a description of the contextual settings within which WIDTECH operated. It begins with the broader USAID context, then narrows the focus on the Office of Women in Development (G/WID) context and, finally, the WIDTECH project context.

USAID CONTEXT

Since the establishment of the Office of Women in Development in 1974 and its Women in Development (WID) policy in 1982, USAID has been a leader in international development efforts to improve the economic, social and political status of women. Throughout the last 25 years, there have been gradual advances in staff knowledge, institutional procedures and senior management attention to mainstream or integrate gender issues in Agency programs and projects. In September, 1995, at the United Nations Fourth World Conference on Women in Beijing, the United States reinstated its longstanding commitment to overcoming obstacles to gender equality along with 189 other nations by adopting the Beijing Declaration and Platform for Action. To put this commitment into implementation, in March 1996, USAID adopted a Gender Plan of Action to foster institutional changes for better integration of gender issues in its development programs. "The 15 point plan included modification of the Agency's strategic framework to reflect the integral role of women in sustainable development, revision of procurement and personnel policies, and staff training and other ways to institutionalize gender integration throughout Agency operations" (Five-Year Response to The Beijing Platform For Action, 1999). In June 1996, additional measures were added to the Gender Plan of Action related to staff recruitment and performance policies, sex- disaggregated data collection and impact indicators, strategic planning and results reporting information as well as Mission Orders. In brief, a year before the WIDTECH project began (September 1996), there was renewed commitment and enthusiasm for bolder actions to fully integrate gender into development assistance, both globally and within the Agency itself.

Since 1996, USAID has implemented many of the key institutional changes called for in the Gender Plan of Action. For instance, in 1997, when all USAID/W Central Bureaus were given funds for training, they were required to incorporate gender into all their training workshops. In 2000, USAID incorporated four "cross-cutting" themes in the revision of the Agency's Strategic Plan that included gender, civil society, institutional and organizational development, and crisis management. In August 2000, in the revision of its Automated Directives System (ADS 200 and 300 Series), USAID mandated inclusion of gender in strategic plans (ADS 201.3.62), in technical analyses (ADS 201.3.4.11), in performance monitoring and evaluation systems (ADS 201.3.4.13), in contracts and cooperative agreements designed and grants awarded after the revised Agency Strategic Plan (ADS 201.3.6.3), and in technical evaluation criteria for statements of work or program descriptions. In March 2001, the ADS Annex on Gender Integration was completed to provide practical guidance on how to apply gender analysis for the ADS 200 series in the areas of planning, achieving and implementation as well as assessing and learning. It

specified that "…Analytical work performed in the planning and development of Results Frameworks should address at least two questions: (1) How will gender relations affect the achievement of sustainable results? (2) How will proposed results affect the relative status of women?"

Although the positive global context provided a more fertile ground for collaboration with host country counterparts and top level commitment in USAID/W since 1996, WIDTECH experience shows that there are still varying degrees of effort made to pursue gender and development issues by USAID Bureau and Mission leadership and Strategic Objective teams. The variations sometimes reflected a lack of will or commitment, but, more often, inadequate means to pursue the desired activities due to limited technical skills or other resource constraints.

G/WID CONTEXT

The Office of Women in Development (G/WID), situated in USAID/W Global Bureau[2], is responsible for executing the Agency's WID policy, institutionalizing gender considerations in all USAID development programs and reporting to Congress on the Agency's progress. G/WID's FY 1995-2003 Strategic Plan states very specific priorities both in terms of strategic support objectives (SSOs) and their targeted regions:

- **SSO1:** Enhance the economic status of women in Latin America and the Caribbean (LAC), Asia and the Near East (ANE) and Africa (AFR) with the caveat that women's economic issues in Europe and Newly Independent States (ENI—later known as E&E) can be better addressed via Democracy and Governance programs (D&G) as per SSO3.

- **SSO2:** Expand educational opportunities for girls and women in South Asia and AFR regions.

- **SSO3:** Improve women's legal and property rights with emphasis in ENI and increase their participation in governance and civil society in LAC.

- **SSO4:** Integrate gender issues throughout USAID regional and country programs.

In the mid-1990s, to implement its own strategic plan and assist the Agency in executing its Gender Plan of Action, G/WID enhanced the technical capacity of its staff by hiring a number of technically trained gender specialists, and initiated multiple procurements. These were initiated in response to Bureau and Mission needs for gender expertise in three of the six Agency strategic areas: encouraging economic growth and agricultural development, strengthening democracy and good governance, and building human capacity development through education and training. Gender issues in environment and natural resources management, population, health and nutrition, as well as humanitarian assistance, were

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[2]   Throughout most of the life of the WIDTECH contract, the WID Office was located in the Global Bureau. However, following the Agency reorganization in October 2001, the WID Office was relocated to the Bureau of Economic Growth, Agriculture and Trade (EGAT).

addressed on demand under the broad-based technical assistance instruments initiated to serve SSO4.

The list of contracts, cooperative agreements and grants issued by G/WID SSOs (Annex 3) demonstrates G/WID's desire to make an impact in the lives of women in certain priority areas across regions and sectors. The Girls and Women's Education Initiative (GWE) and the G/WID Task Orders under WIDTECH, Strategies For Advancing Girls' Education (SAGE) and "Expanding Girls' Education in India," were two mechanisms to focus on education. The regional women's rights projects were the focus of G/WID's democracy and governance (D&G) activities, with targeted multi-country programs in research and advocacy. Under economic growth, research programs were initiated to explore women's employment in agribusiness and women's economic participation and its impacts on family well-being and national welfare, as well as a training initiative for African women leaders in agriculture and environment. G/WID also supported a worldwide grants program, "Promoting Women in Development" (PROWID), to strengthen NGOs and other development organizations' abilities to promote women in development through operations research, pilot interventions and advocacy. WIDTECH and WIDSTRAT (formerly known as WIDSR) were technical assistance and training projects that served USAID Bureaus and Missions worldwide with gender expertise in all sectors.

Changes in G/WID and its projects' management and technical staff occurred over WIDTECH's life of project (LOP) but most dramatically in 2000 (Annexes 4A and 4B). These changes included a new G/WID Director and WIDTECH COTR, and the departure of technical staff either as contracts ended (i.e., WIDSTRAT/Devtech) or as direct-hire staff moved onto other Agency assignments. These changes coupled with the impact of the new ADS directives significantly increased the demand for WIDTECH technical services from Missions, Bureaus and from G/WID itself.

WIDTECH CONTEXT

WIDTECH's goal was directly linked to G/WID's goal as it provided technical assistance and training to USAID Bureaus and Missions on how to address gender issues in policy development and in program and project design, implementation, monitoring and evaluation activities. However, since WIDTECH was a demand-driven project, its objectives were, by necessity, much broader than G/WID's SSOs in order to accommodate the variety of Bureau and Mission strategic objectives. WIDTECH had to respond to requests for technical assistance across all sectors and regions. For example, while G/WID SSO3 focused on rule of law for its democracy and governance activities, WIDTECH was asked to provide gender expertise in a variety of issues including rule of law, women's political participation, elections, civil society, legislative strengthening and decentralization. Similarly, even though G/WID did not have an SSO specifically targeted on the environment, the demand for technical assistance from Missions and Bureaus in the environment sector was very significant and WIDTECH responded to these requests under the SSO4 rubric.

First Phase: Co-existence with G/WID's Multiple Mechanisms (1996-1999)

During 1996-1999, WIDTECH faced many start-up and implementation challenges. The existence of G/WID's multiple procurement instruments under each of its SSOs at times complemented but, at other times, competed with WIDTECH due to overlapping objectives and technical services. WIDTECH's marketing trips to the field were not approved and delays in developing and implementing other marketing strategies meant that USAID Bureaus, Centers and Missions were not always clear as to the different purposes and complementary features of G/WID's various technical assistance instruments[3]. This led to low demand for some of those services, such as WIDTECH's short-term technical assistance in education. Similarly, the existence of PROWID as G/WID's worldwide grants program, while complementing WIDTECH technical assistance work, overshadowed the WIDTECH small grants program in size and scope. The existence of WIDSTRAT, which had similar objectives, purposes and technical services for overall gender integration under SSO4 as WIDTECH, also affected the demand for WIDTECH services. WIDSTRAT had two areas of advantage over WIDTECH: the location of its staff and its start-up date. WIDSTRAT operated on-site at G/WID. This allowed for daily communication with Bureaus and the creation of a team spirit with G/WID staff. Second, WIDSTRAT started about a year ahead of WIDTECH. This resulted in WIDSTRAT establishing a track record with Missions, Bureaus and Centers as G/WID's technical assistance mechanism for gender integration. Although there was effective sector collaboration among the technical specialists in WIDSTRAT and WIDTECH, especially in the environment and D&G sectors, including some joint field assignments, there was no explicit strategic division of labor or technical services across regions and sectors between the two contracts.

WIDTECH Relations with G/WID and USAID. Working relations between G/WID and WIDTECH evolved over its lifetime. At the management level, there was a pre-existing professional relationship between the G/WID Director and WIDTECH Project Director. This might have contributed to a close working relationship in the early part of the Project. Communications between WIDTECH Project Director and the WIDTECH COTR (Contract's Office's Technical Representative) in G/WID, however, were limited for a long time to telephone conversations and there was little feedback from G/WID on WIDTECH's proposed annual work plans and quarterly reports. This created a general impression that G/WID was content with the level of demand for and the responsiveness of the project's services. Moreover, because all communications with USAID Bureaus and Missions were made through the G/WID Office, WIDTECH had limited opportunities to initiate actions, and little control over the nature and scope of its work.

At the technical level, WIDTECH core staff worked in close collaboration with their G/WID counterparts as active members of G/WID's regional and strategic objective teams that met regularly for planning, networking and information sharing. When G/WID facilitated the WIDTECH specialists' approaches to Central or Regional Bureaus, as in the case of the

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[3] In fact, the first semi-annual marketing mailing to the Missions, Bureaus and Centers did not occur until June 1999, nearly three years into the life of the project (LOP). Based on the findings of an internal evaluation that WIDTECH initiated in March 1999, G/WID allowed WIDTECH to conduct informational sessions in the Africa (AFR) Bureau to increase demand for technical services in that region.

Democracy and Governance (D&G) and the Environment sectors, these led to long-term collaboration for integrating gender in Bureau programs and sector-based training workshops. In this phase, WIDTECH established close working relations with the Global Bureau Centers for Democracy and Governance, Environment, Human Capacity Development and Population, Health and Nutrition. Regional Bureau relations were strong with Latin America and the Caribbean (LAC) and Europe and Eurasia (E&E—formerly known as ENI)) and broadened in late 1999 as WIDTECH provided a gender advisor for Asia and Near East (ANE) and held an informational session with the Africa (AFR) Bureau.

The small grants program did not begin until 1998 due to delays in decisions on the program's purpose and form of implementation. Even after the two-year delayed start-up, the grant strategy changed three times during this phase due to uncertainties related to its funding and scope.

Contract amendments during this period were limited to provision of incremental funding and the exercise of option years. The exceptions were eliminating the population, health and nutrition (1998) and education (1999) specialist positions, and increasing the training specialist to a full-time position (Annex 5).

Second Phase: Broadening Objectives and Activities (2000-2001)

The changing G/WID context created new opportunities and constraints for WIDTECH. As noted above, changes in staffing patterns and the issuance of the ADS directives calling for gender integration increased the demand for WIDTECH technical services from Bureaus, Missions and G/WID (Annex 1A).

WIDTECH Relations with G/WID and USAID. In 2000, WIDTECH entered a new phase of working relations with a completely new management team from both G/WID and WIDTECH (Annex 4A). Even though the G/WID strategic objectives did not change, new areas of emphasis were added, such as anti-trafficking, trade and information technology. Under the new G/WID leadership, although WIDTECH's activities were closely monitored, the new WIDTECH COTR (beginning in 1999) had a hands-on management style and effectively facilitated communications with Missions, Bureaus and Centers, and provided constructive feedback to WIDTECH.

In April 2000, there was a change in the WIDTECH Director, when a WIDTECH consultant began serving in an acting capacity until approved as the Project Director in July 2000. There was a final change in the Director position in June 2001. In September 2000, there also was a change in the DAI staff member serving in the capacity of the Project Manager. WIDTECH's new leadership team had a tighter management style and systematized procedures for contracting with consultants, travel, Task Order processing, project monitoring reports, and established regular biweekly meetings with G/WID to ensure a team spirit, smoother coordination, and fewer delays in USAID approval processes.

WIDTECH relations at the technical level also entered a new phase in 2000. G/WID's strategic objective and regional teams became less active due to staff changes and the end of the WIDSTRAT contract, and WIDTECH core staff were called on to provide more technical assistance to G/WID. G/WID also initiated a Task Order (TO) under WIDTECH called "Strategic Support Objectives Technical Assistance and Administrative Support" in September 2000 to access continuous in-house technical support. Under this TO, three technical consultants provided assistance to the economic growth (SSO1), democracy and governance (SSO3) and overall gender integration (SSO4) teams. WIDTECH maintained close relations with the LAC, ANE and E&E Bureaus while it cultivated stronger relations with the AFR Bureau. Similarly, working relationships were solidified with the Centers for Environment, D&G, PHN (through the SSO Support TO) and HCD (under the SAGE TO), and new attempts were made to collaborate with EGAD. As WIDTECH's reputation grew in the field and G/WID's other technical assistance mechanism, WIDSTRAT, came to a close, Mission demand for WIDTECH activities increased.

Table 1 (below) reflects level of activities, using billed expenses as the indicator. While expenditures are lagged (that is, activities occurred before the expenditures are reported), the table suggests the relationship between key events in 2000 (and other years), and peaks in WIDTECH activities.
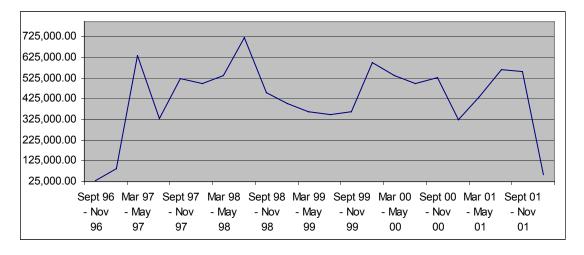
Table 1: WIDTECH Core and STTA Quarterly Billing, 1996-2001

During this period, the most important constraint WIDTECH faced was the uncertainty of the Contract extension. The final decision by the Office of Procurement to allow a 16-month no cost extension for the Core contract and three months for the Requirements Contract resulted in two important outcomes. First, after December 31, 2000, WIDTECH could not issue any new Task Orders under the Requirements Contract to offer any long-term technical assistance. Second, a new Task Order for technical assistance (Task Order #11, "Short Term Technical Assistance and Training to Support Gender Integration in USAID Bureaus and Field Missions under the Leadership of G/WID", hereafter referred to as "STTA Task Order") was created. This TO extended G/WID's technical assistance capability until September 2, 2002. Although the Core Contract and the STTA TO had different COTRs,

G/WID and WIDTECH worked to coordinate the management of these two mechanisms in as seamless a manner as possible.

WIDTECH Core Team and Consortium Relations. Over WIDTECH's lifetime, the WIDTECH team demonstrated its strong technical capacity, cohesiveness of its core team, and collegial professional relationship among its consortium members. DAI with its strong management capacity and ICRW with its strong technical capacity managed the overall project jointly with an ICRW Project Director and a DAI Project Manager (later, Program Coordinator). AED, DA and WLDI responded to discrete technical assistance requests or Task Orders in education, evaluation and training, and democracy and governance, respectively. DAI, AED and ICRW attended bi-weekly WIDTECH staff meetings that facilitated administrative communication, technical cooperation and sharing lessons learned. Two staff retreats were held in September 1998 and February 2000 for planning, project monitoring and contract management purposes.

Moreover, all WIDTECH technical staff were sector experts instead of WID generalists. This created credibility, helped build a strong reputation for the quality of WIDTECH technical services and facilitated the process of integrating gender into sector-based SO and program activities. This resulted in repeat requests from Missions in all regions, the LAC Bureau, the D&G Center, and regional offices in Southern Africa and West Africa. These repeated inputs came in the form of short-term technical assistance, small grants as well as training, creating a synergistic effect that might be expected to lead to sustainable change in policies and practice (Table 2).

Table 2: Countries in which WIDTECH Provided Multiple Services
(total of individual services provided)

Africa (AFR)	Asia and Near East (ANE)	Europe & Eurasia (E&E)	Latin America and the Caribbean (LAC)
Angola (3)	Jordan (4)	Romania (2)	Brazil (3)
Benin (2)	Morocco (3)	Ukraine (2), regional	Dominican Republic (3)
Eritrea (3)	Nepal (9)		Ecuador (4)
Ethiopia (2)			El Salvador (7)
Kenya (3)			Guatemala (13)
Mali (4)			Mexico (2)
RCSA (2), regional			LAC Regional (5), PIP
Rwanda (2)			Peru (7)
South Africa (5)			
Uganda (4)			

Although there were staff changes over the LOP[4], most of these changes caused little disruption to the project with the exception of the instability in the Economic Growth Specialist position. The fact that WIDTECH did not have a steady technical anchor to

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[4] Project Director, Project Administrator and the Task Order Specialist changed three times; Economic Growth Specialist changed four times; Education and Population, Health and Nutrition Specialist positions were eliminated by 1999

coordinate this sector's work with G/WID, Bureaus, Centers and Missions, combined with low demand affected the scope of WIDTECH activities in the economic growth sector.

WIDTECH's Approach to Gender Integration. Under the Agency's results based programming and performance monitoring framework, WIDTECH's approach to gender integration was to conduct gender analysis in order to highlight the importance of gender as a factor in the achievement of sustainable results in development programs. Despite the Agency's progress, there is still a lag between increased recognition of the value of integrating gender issues ("why") and actual programmatic change to produce sustainable results ("how"). WIDTECH contributed to the Agency's progress by successfully assisting USAID Bureaus and Missions in a broad spectrum of activities including identification of gender issues in strategic objectives, baseline surveys, program implementation guidance through sector based gender expertise, coalition building between implementing partners and capacity building for NGOs through small grants. The next section provides more detail on WIDTECH's operational achievements.

OPERATIONAL ACHIEVEMENTS:
SECTOR-SPECIFIC AND SYSTEM-WIDE

This section provides summaries of five years of work provided by WIDTECH Technical Specialists and consultants in Democracy and Governance, Economic Growth, Education, and the Environment[5]. It also gives an overview of the extent and type of trainings WIDTECH has provided and accomplishments of the small grants initiative. A review of WIDTECH's communication and dissemination activities that shared strategies and lessons learned is followed by a discussion of WIDTECH's contribution to system-wide gender integration.

DEMOCRACY AND GOVERNANCE

Context and Strategy

The 1990s saw the expansion of Democracy and Governance (D&G) principles into development practice. In 1994, USAID established its Center for Democracy and Governance to "provide technical and intellectual leadership and service to promote sustainable development." One of USAID's five principal goals has been "sustainable democracies built", later evolving into "democracy and good governance strengthened." To achieve its goal, USAID recognized that

- "Broad-based participation and democratic processes are integral elements of sustainable development;"

- Sustainable democracies are built on the "guarantee of human rights for all people, women as well as men;" and

- "USAID supports programs that strengthen democratic practices and institutions and ensure the full participation of women."[6]

In 1996, USAID's Office of Women in Development (G/WID) articulated its four strategic support objectives (SSOs), two of which related to D&G. Most directly, but narrowly, SSO3 focused on strengthening women's legal rights, and SSO4, "gender integration" objective, laid the foundation for addressing gender issues throughout USAID's D&G portfolio as well as other sectors.

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[5] It does not include work in the Population/Health/Nutrition sector as the WIDTECH core team position for that sector was eliminated early in the contract and no one oversaw that sector thereafter.

[6] See USAID Strategic Plan 1997 & 2000, USAID's Goals, Democracy and Governance Strengthened at www.usaid.gov

More recently, as the WIDTECH project nears its end, the Agency has begun another reorganization effort and intends to place its technical leadership for democracy programming in the Bureau for Democracy, Conflict and Humanitarian Assistance. The following discussion shows that WIDTECH's contributions prior to the new reorganization will have much to contribute to this new strategic approach.

Aiming to increase USAID's attention to gender-based barriers and opportunities in D&G, WIDTECH sought to influence the thinking and professional practice of D&G staff and partners. WIDTECH used four developments as strategic entry points:

1. The evolution of new D&G concepts and approaches;
2. The Democracy Center's focus on training D&G officers agency-wide;[7]
3. The Agency's focus on results-based performance; and
4. The five-year review of the 1995 Beijing Platform for Action that focused worldwide attention on women's needs, perspectives, rights and priorities.

Achievements

This section provides an overview of the WIDTECH D&G accomplishments and impacts. Several factors defined the scope and emphasis of WIDTECH's work.

- WIDTECH's first D&G specialist, whose tenure spanned nearly four years, brought expertise in Eastern Europe and the law. The D&G Specialist, hired for the last year of the activity, had expertise in Latin America, human rights, governance, civil society, ethnicity and cross-sectoral issues.

- Other specialists were providing similar services: G/WID's WIDSR project (later named WIDSTRAT) addressed WID issues and women's legal rights, and worked closely with the Regional Bureaus.[8]

- WIDTECH specialists worked closely with their G/WID counterparts. Thus, the WIDTECH D&G specialist worked with G/WID's D&G officer, who was responsible for identifying and referring D&G opportunities.

WIDTECH D&G's work focused on the Global Bureau's Democracy Center, which was responsible for training democracy officers' agency-wide, collecting information on best practices, and providing professional guidance. Field demand for WIDTECH technical assistance in the D&G sector originated for the most part from the E&E and Africa regions.

WIDTECH focused on promoting greater inclusion of women and attention to gender issues in D&G programming through illuminating gender issues in development programs and

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[7] In January 1997 the Global Bureau's AA issued a memorandum about technical training stating: "1. I have asked G/WID to work with each Center to ensure that the training includes adequate consideration of gender issues. G/WID has volunteered its own resources to help the Centers in this area.

[8] In fact, the E&E WID specialist soon became a gender advisor within the E&E Bureau.

impact of such programs on gender relations, and training USAID/Washington, Mission and Partners' staff. Initially, WIDTECH focused its attention on D&G officers who were not paying attention to gender issues, but were open to it if convinced that it would improve their work, and those who wanted to reach women as a matter of fairness, but who needed encouragement and technical support. WIDTECH built the confidence of such D&G officers, and provided technical support to demonstrate the importance of gender integration for attaining their programmatic results.

The promotional (or advocacy) role eventually shifted from persuasion and encouragement to application of concepts in USAID's development practice, providing technical assistance on how to integrate gender within needs assessments, design, implementation and performance monitoring activities.

The impact of such investments includes general agreement among democracy officers and partners that women's participation is fundamental to strengthening democracies. In the beginning, discussion revolved around equity: Can a true and sustainable democracy exclude women? Is it fair for government, policy-making and resource-allocation to be the domain of men? But while most agreed to the righteousness of the cause, few saw how gender issues related to their work objectives. WIDTECH shifted the discourse to issues of efficacy. Many democracy officers now acknowledge that they need to consider whether they can strengthen their projects either by identifying and removing gender barriers or by enhancing women's participation.

Technical Assistance: Gender and Results-Based D&G

The initial focus on promoting awareness contributed to the demand for ongoing guidance and technical assistance in collecting information for program development and performance monitoring, and training to increase awareness and skills in gender integration. WIDTECH's D&G specialist became a resource for the D&G Center, responding to e-mail or telephone inquiries such as how to frame an argument for incorporating gender into a policy or program document. The Center also requested assistance for specialized projects, such as vetting proposed evaluation procedures for the Women in Politics program, contributing ideas for a D&G presentation to the new USAID administrator, and participating in a post-conflict working group. The following sections report accomplishments and impacts related to research or gender analysis, training, and information dissemination.

Gathering Information to Strengthen Results. WIDTECH worked with Mission D&G officers and their partner organizations to determine how they were structuring their activities, and to identify ways of improving results through attention to gender-related constraints and opportunities.[9] As Mission staff became aware of the importance of addressing gender dynamics, they frequently found that they lacked basic information about women in their host country. Lacking staff time and expertise, Missions increasingly turned

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[9] In Angola and South Africa, for example, WIDTECH worked with the National Democratic Institute, the International Republican Institute, PACT, World Learning and others.

to WIDTECH to research women's circumstances, setting guideposts for orienting gender-aware programming and performance monitoring.

For example, in Ukraine, USAID was using the media to build support for a market economy. When G/WID's D&G officer noted that the media rarely featured women, she asked WIDTECH to develop a couple of segments. Cognizant of the limited impact of a couple stories that are seen by some and then archived, WIDTECH sought to change the project approach to include women in regular programming. To do this, WIDTECH began by identifying gaps in journalists' knowledge and practice. WIDTECH uncovered the fact that most Ukrainian journalists were getting their stories from Ministry press briefings and the Ministry had little information about what real people, women included, were doing in the economy. WIDTECH then proposed training Ukrainian journalists to use focus groups at the local level to elicit information about women's activities in the free market. The results were twofold: first, gender analysis revealed systemic weaknesses in how the media investigates news and informs the public, and second, project journalists became aware of women's economic activities and learned the skills to develop future stories.

WIDTECH supported other Missions' efforts to integrate women into the decision-making processes and institutions. In Mali, WIDTECH suggested ways for USAID/Mali to ensure that decentralization would benefit from women's participation in local decision-making. In Macedonia, WIDTECH worked with the Democracy Center to research and analyze women's participation in elections.

WIDTECH also researched D&G and gender within broad portfolio reviews, including those of the Guatemala, Haiti, Kenya, Morocco, and South Africa Missions. Through such multi-sector research, WIDTECH was able to emphasize the substantive, results-oriented utility of cross-sectoral approaches. For example, in many countries, women will find the time and wish to engage with local government if they see tangible benefits to their participation including improvements in water, health care or education. Attention to gender as a cross-cutting issue for cross-sector programs provided a basis for recognizing that the same principle of interest-based democratic participation applies to all, including men and women, young and old people, and rural and urban populations.

On the other hand, some of WIDTECH's work generated questions that required research to explore the "whys" and "hows." Most significantly, WIDTECH's focus on how attention to women's participation may improve results in democracy projects raised questions about how women may make a difference in democracy building. Democracy officers repeatedly asked for research demonstrating the positive impacts of increased women's participation. A WIDTECH-commissioned literature search revealed that few researchers or practitioners have investigated this question. Typically, reports of women's participation focus on how engaging and working with women will *benefit women*. They rarely consider whether women's participation may benefit their communities, societies, economies, and democracies more broadly. This finding suggested the need for targeted research[10].

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[10] This research was not undertaken and remains a critical area of need.

Finally, beyond its own research, WIDTECH's work resulted in integration of gender questions in D&G research. When G/WID-funded research on the impacts of privatization on women in Bulgaria, Poland, Russia and Ukraine was completed, G/WID asked WIDTECH to serve as a liaison between the research teams and USAID Missions—to ensure that both democracy and privatization teams would take account of the research findings.

Impact. WIDTECH's greatest impact with regard to research was showing the dangers of development actions when there is insufficient information about women's needs and contributions. As a result, various research instruments—from democracy strategy assessment frameworks to surveys—now include questions relating to women. More and more, USAID staff and partners consult G/WID for research and are collaborating with women's organizations. This impact is one that should grow with time, insofar as incorporating gender questions into research will generate information and experience that should further affect democracy and governance practice.

Building Capacity to Enhance Results. A common theme underlying all WIDTECH D&G assistance was promoting appreciation of the importance and complexities of "participation." While participation, particularly in training, may be a common gender issue in development assistance, participation is a critical concept in democracy and governance work because it is fundamental to democratic institutions and processes themselves, whether the decision making process was in terms of expanding employment options, improving natural resource management or other sector-specific issues. Thus WIDTECH raised awareness of women's participation in government, in civil society, in public debate and in decision-making, and the importance of such participation to the development of sound democratic systems.

Moreover, weaknesses in women's democratic participation were often observed in USAID-supported training. For example, some D&G partners were paying attention to women being in the room for training—and WIDTECH commended them for their efforts to track and increase the numbers of women in training programs. Yet it became apparent that the men often vastly outnumbered the women, and that women were rarely speaking up. Implementing partners came to recognize that not only women might learn less as passive participants as they may feel unable to ask for clarification, but men suffer as well because they do not benefit from women's experience and perspectives.

At a central level, WIDTECH's partnership with the Democracy Center led to integration of gender issues in democracy officers' training. The gender components of these trainings increased with time—from providing written materials for regional training in Asia, to coaching trainers and participating in the training in Eastern Europe, to offering a gender discussion session with training in Africa, to contributing gender content for the Democracy Center's re-usable training modules for annual training. As each training course included sub-sector units, WIDTECH worked with the trainers to identify gender issues within their areas of focus, such as anti-corruption and media in E&E, and decentralization and political processes in Africa. Most importantly, WIDTECH's D&G specialist participated as a resource person in the training courses themselves, commenting on particularly salient issues.

Through each session, but also through the cumulative collaboration over the years, WIDTECH reached both trainers and trainees worldwide.[11]

A positive sign of D&G commitment was that after two years of integrating gender into their training programs, the Democracy Center added an independent session on Gender and Results to the gender integration approach. This module taught democracy officers to use gender analysis as a means of improving strategic decisions and to address gender impediments and opportunities in implementation. These sessions received good participant evaluations, and drew greater interest in its second year.

While most of WIDTECH's D&G technical assistance targeted USAID staff and partner organizations, the Beijing +5 process presented an opportunity to work directly with women in Central and Eastern Europe. Beginning in late 1999 with the preparatory conference focusing on Balkan women's experiences with conflict, and continuing with the ECE (Europe) preparatory conference in Geneva and the CSW (Commission on the Status of Women) global preparatory conference in New York, WIDTECH worked with members of the KARAT Coalition. The D&G benefits of this investment were two-fold: first, the technical assistance strengthened women's abilities to alert the world to their circumstances and issues, and resulted in final documents articulating their needs and demands, and second, through learning-by-doing, they acquired skills in preparing position statements, lobbying, coalition-building, working with the media—skills they could use in their home countries.[12]

Impact. WIDTECH's most long-term impact on USAID's attention to gender in democracy programming is probably the institutionalization of gender issues within Agency training on D&G. The Democracy Center now incorporates gender issues into its training in two ways: first, it includes training on gender and democracy results as part of its overall annual

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A WIDTECH-Democracy Center Joint Product: Gender and Results Training

WIDTECH developed the D&G Gender and Results training module in partnership with the Democracy Center. Its approach was to demonstrate that people need to be able to identify where gender issues are important and how to ensure that they will be addressed. Two exercises focused on incorporating gender considerations into scopes of work: the first defined the skills and terms of reference for a strategic assessment team, and the other was an "indefinite quantity contract" that set parameters for elections assistance in South Africa. Trainees were asked to consider gender-focused language, and decide when it was useful. Another set of exercises encouraged participants to see how the choice of words for "results frameworks" could open or suggest ways to address gender. An exercise on rule of law showed that if many of those who lack access to justice are women, better case management might not increase their access if they lack the resources (monetary or paralegal support) with which to use the system, or if judges and clerks are gender-biased. When an intermediate result calls for "increased citizen" access or participation, it is important to determine whether the increases need to be gained among women, and whether achieving the articulated steps will necessarily achieve the expected improvement.

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[11] Participation in training had an additional benefit—the WIDTECH D&G specialist gained a more refined understanding of D&G approaches and objectives, which enhanced her capacity to offer relevant and useable gender guidance.

[12] This USAID involvement also gave USAID's Office of Women in Development visibility in the Beijing +5 process, with other donors like UNIFEM and with US and CEE women's organizations.

training, and second, there is increased willingness to include gender as a component of all sub-sector modules. As the Democracy Center focused on developing re-usable training materials, gender issues within them should outlast the trainers who will likely move on.

Changes in gender and D&G training offer evidence of this impact. During training in 1998 for E&E democracy officers, participants were skeptical about gender disparities in their region. By 2001, however, G/WID had responded to requests for technical assistance from Ukraine, Bulgaria, Romania, Macedonia, and the Central Asian Republics (among others), and the E&E Bureau had hired its own gender specialist. In addition, training participants increasingly contributed much of the gender awareness examples themselves—leaving it to WIDTECH simply to create the space for discussion or to elaborate sometimes on trainees' observations.

Improving D&G Results with a Gender Perspective

Angola: Civic Education and Radio
A civic education project purported to reach Angolans by radio because of limited access to television and newspapers. The WIDTECH team questioned whether radio was reaching Angolan women because failure to reach women would mean failure to reach 50 percent of the adult population, thereby limiting the project's potential results. A series of questions tested the reach of radio: Did all women have radios in their homes? If so, did they have batteries—access to them or money to buy them? If so, could they control the dial—or would husbands prefer a soccer match? If women had and controlled radios, did they have time to listen—while multi-tasking in cooking, cleaning, tending to children, etc? Finally, even with all that, did Angolan women, as a matter of culture and habit, listen to radio? The frequent uncertainty or negative answers to such questions led the D&G partner to conclude that radio might not be an effective way to reach women. As a result of a WIDTECH research finding that Angolan women typically get information from their churches, USAID partners began to work with churches on civic education.

Romania: Training for Mayors
Romanians have an expression regarding the role of women in leadership: The head may be a man, but the neck is a woman. They argue that women play an instrumental role just as a neck holds up the head and turns it. This widespread attitude offered helpful insights for USAID's capacity-building for municipal government and training for mayors, nearly all of whom men. Apart from the fact that such training reaches men and not women, this imbalance signaled several problems with the approach to strengthening local government: (1) As elected officials, mayors come and go. (2) Mayors may not be very diligent trainees. (3) In decision-making mayors often seek guidance from their "second in command", often a woman, who is not receiving training. One solution is to offer training to upper-level civil servants rather than to mayors. Their roles and longevity in the system may build more sustainable capacity.

Performance Monitoring. USAID's emphasis on performance monitoring and results-based programming laid the foundations for discussing the results of democratic participation, including that of women. For example, a USAID partner in South Africa had laudably ensured that fifty percent of young black South African lawyers gaining experience in private sector law firms were women. Yet they were not tracking the project's impact, i.e. how many received offers of permanent employment from the host firms. Without that information, it was not possible to know whether or not the intervention had impacted positively on women's job opportunities. If not, the ultimate goal would not be achieved.

In another case, WIDTECH's assistance to USAID/Peru's program offers an interesting example of integrating a gender perspective into cross-sector programming in an effort to heighten program results. The Mission's overarching goal was to promote the expansion of sustainable opportunities for improved quality of life for Peruvians through strengthening democratic processes and institutions. Therefore, a concerted, multisectoral effort to strengthen such processes and institutions is the strategic focus that unites the USAID program for FY2002-FY2006. The consideration of gender issues formed an inherent part of the Mission's concept of "democracy" and was relevant to all SOs. Yet gender considerations had not always been adequately factored into the design and implementation of Mission programs. WIDTECH assistance helped the Mission to determine both how to most effectively link its democracy programming to the achievement of all its strategic objectives and to more effectively integrate a gender perspective throughout this aspect of its portfolio.

Another WIDTECH achievement within performance monitoring was focusing attention on the impacts on women of USAID's work on policy-making and law reform. Early on, the approach was to include some policies or laws of concern to women, e.g. domestic violence, within mainstream programs. Over time, however, WIDTECH managed to extend attention beyond women as women, to women as consumers, constituents, property owners, employees, retirees and so forth. Once women were regarded in those roles, any law reform or policy-making had gender implications as they might differentially impact on women and men. For example, a program in Eastern Europe provided research and guidance for members of Parliament introducing new legislation, including pension reform. Input shed light on the need to consider women's work in the informal sector and ensure full disclosure to both spouses before a family home was put up for collateral. Without doing so, the program was potentially promoting laws that failed to protect women. As a result of WIDTECH's assistance, there was increasing recognition that legislation is not necessarily gender-blind.

Impact. WIDTECH helped USAID and its partners understand how monitoring gender impacts could improve the quality of their work.

Sharing Strategies and Results. As training and technical assistance raised awareness and interest in gender issues, the need to document and share processes and lessons learned grew. There was also an expanding cohort in the USAID community who could share gender-related information and experience. To encourage this, WIDTECH brought together like-minded Agency specialists in a variety of forums. Once such meeting was a "Stocktaking Workshop" that brought together democracy officers from the Regional Bureaus and the Democracy Center to assess what techniques were most effective for integrating attention to gender into democracy training. Another was a "Forging Alliances" workshop that linked staff of WID partner organizations with democracy officers to look for lessons from successful WID activities that could be incorporated into democracy programs.

An unplanned but noteworthy success was WIDTECH's use of information technology to establish an informal listserv. WIDTECH's D&G specialist initiated the listserv based on the expressed need from the field and invited those democracy officers who were most amenable

to gender integration to join the list. Principally, the listserv simply kept WID and gender advocates informed—sharing information relating to D&G sub-sectors, and conveying gender-related successes in one part of the world to those working in others. Through newspaper articles and United Nations press releases, WIDTECH demonstrated the visibility of gender issues, the viability of gender approaches, and the popularity of gender politics.

Over time, the listserv:

- Maintained interest in Missions after WIDTECH's D&G specialist had worked with them (the list includes staff from Romania, Macedonia, Angola, Mali and Eritrea, among others);

- Became a mechanism for D&G officers to share information among themselves—sending interesting information to WIDTECH's D&G specialist for dissemination to the list;

- Gave "gender-friendly" democracy officers timely information emanating from D&G contexts and other donors; and

- Connected USAID/WIDTECH to gender advocates in other agencies, including the World Bank, UNIFEM, UNDP, OECD and UNFPA.

Impact. The impacts of information dissemination have been two-fold. First, the information has built awareness of gender and women's participation as a critical component of development, including democracy and governance-focused activities. The regular dissemination of information that included research, donor and partner initiatives, and news regarding women around the world, has enhanced the legitimacy of calls for women's participation. Second, efforts to link people throughout the Agency in democracy-focused meetings and workshops with a gender component have made the community of gender advocates more visible. From the regional bureaus to the global bureau, and from D&G partners to WID partners, people have a sense of community—and opportunities for peer support.

Gender Integration in D&G Programming. WIDTECH aimed to build commitment and capacity within the USAID community (staff and partners) to address gender issues. As noted above, its work contributed to a number of positive changes, including attention to the quality of women's participation in civil society and government, potential gender impacts of law reform, sex-disaggregated performance monitoring, and introducing women's perspectives to needs assessments.

WIDTECH also built staff capacity to integrate women and gender issues into program design and implementation, and enhanced democracy programming by using questions about women and gender as a "litmus test". Gender analyses offered clear examples of fundamental development precepts, such as "do no harm" or offer demand rather than supply-driven assistance.

Gender analyses also promoted greater attention to diversity—of perspectives, needs and participation. WIDTECH often asked about citizen priorities and government use of resources to suggest that women might value some needs, such as healthcare or their children's education, differently than men. These discussions underscored the potential differences between rural and urban populations, or between youth and elders.

With regard to rule of law programs, WIDTECH challenged whether or when focusing on court administration and law reform would benefit women. Discussions resulted in increased client-orientation in access to justice programs, and to greater attention to legal literacy and application of the law beyond law reform. These changes in systems should enhance gender equity and protection of women's rights without repetitive calls for including women.

> **WIDTECH Approaches to the D&G Sector**
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> - **Demand-driven:** In program orientation and design, introduced host country women's needs and priorities to needs assessment, project design and resource allocation.
> - **Do No Harm:** In performance monitoring, advocated monitoring and evaluation within sub-sectors to identify and remove negative impacts on women.
> - **Gender and Results:** In program assessments and strategic objective reviews, promoted consideration of how women's participation and attention to gender issues may improve results, including suggested activity-level modifications in design and implementation.
> - **Cross-sectoral:** In agency collaboration, identified value-added linkages between D&G objectives and other sectors.

Another development impact has been WIDTECH's attention to cross-sector linkages. Experience working with women and democracy has taught the WID and gender specialists that few women have the time or interest to focus on democracy itself. Yet if they see that it will have a near-term impact on their lives and those of their families, e.g. on healthcare or education, they mobilize and become effective leaders and constituents. Thus women become involved when there is pollution near their homes, when HIV/AIDS is threatening their families, when military policies are taking resources away from development while threatening the destruction of war, and when privatization processes are limiting access to formal employment.

Lessons Learned

Lessons learned fall into five categories corresponding to the WIDTECH strategic approach.

Conceptual Change—Contributing to Defining New Concepts and Approaches

- It is important that a gender advocate or advisor know the democracy and governance sector well enough to relate recommendations closely to D&G objectives. WIDTECH's effectiveness improved as its D&G specialist became increasingly familiar with USAID's approach to democracy.

- It is important to use gender considerations as illustrations of broader issues, e.g. in relation to diversity, quality of participation, anticipating how policies may affect different population groups. Working within the D&G concepts and practice was more effective than introducing new, i.e. WID, issues. It was easier to address women's rights within human rights, than to seek time and attention for something new. SSO4 on gender integration was an essential means of achieving G/WID's SSO3 on women's legal rights.

- When there are neither research findings nor experience to demonstrate the importance of different approaches to D&G, it can be effective to raise concerns about potential harms or lost opportunities so that D&G officers may address them in their own projects, monitoring and research.

- Because women have little time for programs focusing only on the theory or mechanics of democracy, promotion of cross-sector programming is critical. This also appeals to the Democracy Center's need to relate its programming [and resources] to other socio-economic development objectives. Missions face similar incentives to create synergy in their D&G programming as well.

- Host country priorities and policies regarding gender equity, e.g. in South Africa and Eritrea, are critical factors for gaining USAID attention to gender. If USAID staff are not aware of such policies, USAID "runs the risk of being seen weaker technically, less respectful of host country needs and priorities, and behind the times." In the worst case, USAID may be undermining host country objectives.

Institutionalizing Change—Using Training to Change Thinking and Practice

- Training can be a very effective way of reaching and influencing D&G staff agency wide. It is more effective to integrate gender into existing D&G training than to offer stand-alone gender and D&G training.

- A mandate "from the top" may be a critical first step—a foot in the door. Thereafter, it is important to gain credibility, and to become part of the mainstream training as much as possible. The ideal approach was to work in partnership with the Democracy Center.[13]

- Whether Democracy Center training or G/WID training, the gender components must obviously contribute to democracy officers' achievement of their work objectives.

- Lack of any baseline precludes any accurate measurement of training impacts.

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[13] Early on, the Director of the Democracy Center said she did not want to see the tail (gender) wagging the dog (D&G). Thus the challenge was to make gender serve D&G objectives rather than the reverse.

Improving Implementation—Emphasizing Results-based Performance and Gender Impacts

▪ "Managing for Results", emphasis on performance monitoring, and striving for optimal result is a critical asset for gender advocates. People who want to do good work (within USAID or with partners) are glad for ideas on how to improve activity or program impacts. They also want to be sure not to inflict harm.

▪ D&G officers, teams and partners need "nuts and bolts" help on administering gender: integrating attention to gender into research, project development and performance monitoring.

▪ Paying attention to women and sharing the inspiration of women's NGOs and advocates can revitalize and energize D&G programs when there is some discouragement or dwindling interest in democracy-building. Women can contribute new ideas, energy and commitment to situations that have begun to be stale and bleak.

▪ Different expertise is needed for gender integration and implementation than for research. Academics, including anthropologists and political scientists, are important for understanding women's roles and gender relations. They are particularly critical for WID-focused research. But effective assistance at the implementation level requires specialists with hands-on experience, including their own experience with project implementation, and technical background relating to government institutions, law, political campaigning and elections, media, and so forth.

▪ WIDTECH only learned of the impacts of implementation assistance through occasional and casual communications. Without purposeful feedback mechanisms, it is not possible to know when implementation advice was used—or what was learned from trying something new.

Enhancing Visibility and Legitimacy by Providing Information Regarding Women's Needs and Priorities

▪ Seminars and publications are useful for audiences who are already interested in women and gender issues. Rarely, however, do they attract very many men, or very many USAID personnel who lack spare time for something that is merely "interesting." If one's target audience is not WID or gender specialists, but advocacy and gender integration for a more diverse and less committed group, short news items can be effective ways of raising awareness and building interest. A listserv for disseminating and sharing information, administered by someone who knows the sector and can select information likely to interest democracy officers, was surprisingly effective.

▪ The most effective information is first-hand and timely. WIDTECH's experience working with the KARAT Coalition from Central and Eastern Europe was an invaluable way to learn and transmit their needs, interests and potential contributions.

Development Alternatives, Inc.

Collaborating with Inside Allies

- One crosscutting lesson, from advocacy to technical assistance to training, was that working with an inside ally within a USAID office or bureau substantially enhances effectiveness in bringing attention to gender issues. WIDTECH's D&G achievements would not have been possible without one. A partner inside the Democracy Center was invaluable in three ways: to reinforce the WIDTECH specialist's credentials and competence, to identify strategic opportunities for collaboration, to identify and refer others who were open to gender assistance, to provide timely notice of the need for gender assistance, and to raise gender issues within countless meetings and discussions.

- WIDTECH D&G's specialist proved to be a helpful ally for the Democracy Center staff. In-house USAID staff oftentimes lack the time or mandate to provide gender assistance. WIDTECH was able to provide those additional resources and over time, there was growing awareness, interest and demand in gender issues by the Democracy Center.

- Similarly, key people on Mission SO Teams and Program Offices, including the WID Officer, can serve as inside allies as well.

Recommendations

Contribute to Defining New Concepts and Approaches

- To ensure that its gender and democracy assistance contributes to conceptual thinking about democracy, democracy assistance should be provided via a gender specialist who knows the democracy and governance sector well.

- It is important for G/WID to maintain contact with the D&G Center to ensure that future trainers know to retain and utilize the content of the gender perspective presently integrated in its training materials via WIDTECH efforts.

- Democratic institutions and processes are critical mechanisms for achieving and strengthening women's rights in host countries. When G/WID revises its results framework, it should recognize gender integration work in various D&G subsectors as intermediate results for strengthening women's legal rights, and/or retain democracy work within gender integration.

- Quality research is often costly. To encourage gender integration in D&G initiated research, G/WID should provide small additional financial resources to enable expansion of existing research projects, e.g. baseline surveys or gathering data, to encompass gender or women's issues.

- D&G officers and partners often do not stay apprised of women's activities in host countries. For example, many countries submit CEDAW compliance reports to the UN Commission on the Status of Women, women's NGOs submit alternative reports, and Ministries of Women and women's NGOs are collaborating on all sorts of initiatives. In general, the researchers of the Democracy Center's research service (AED/RRS) are helpful and responsive if asked about women or gender. It would be helpful, however, for G/WID to offer training for the research services of the various regional bureaus and technical centers.

Institutionalize Changes in Thinking and Practice

- The 1997 Global Bureau memo requiring attention to gender in training provided small but useful leverage to gain entry to training programs. Leadership for the Global and Regional Bureaus should articulate expectations that all USAID staff training courses must include substantive attention to gender issues.

- G/WID should develop a simple baseline survey for training courses, and a mechanism to evaluate D&G officer learning over time.

- G/WID's democracy specialist should attend the Democracy Center's weekly staff meetings, and find other ways to be visible and ready to assist or easily accessible.

Improve Implementation by Emphasizing Results-based Performance and Gender Impacts

- G/WID should ensure that PPC-sponsored "Managing for Results" workshops include gender components.

- For technical assistance at the activity level, G/WID should stipulate for future contractors that they strive to utilize gender specialists who have both sector-related experience and project experience in the field.

- Future proposals should include mechanisms for tracking and evaluating impacts, including some feedback mechanisms.

Enhance Visibility and Legitimacy Regarding Women's Needs and Priorities

- WIDTECH's COTR instituted a listserv for WID Officers. G/WID also should have its own D&G sector specialist develop similar listservs for D&G Officers, and provide them with *limited* but useful information regarding gender issues and women's participation in democracy and governance.

- As was illustrated by the KARAT experience, women's organizations often need technical assistance as well as financial assistance and sharing information and partnering within regions may leverage work with individual NGOs. In general, G/WID resources do not address those needs because most technical assistance goes to USAID staff and partners. If possible, G/WID could leverage resources with Regional Bureaus to hire someone to be based in the region, and provide direct technical assistance to women's NGOs.

ECONOMIC GROWTH

Context and Strategy

USAID's Office of Women in Development (G/WID) has always sought to improve women's economic conditions. The Agency's 1982 policy paper framed the WID issue as primarily an economic one and indicated that inadequate understanding of women's roles both within and outside the household has led to inappropriate planning and implementation of development assistance programs. Under its strategic framework for the 1995-2003 period, G/WID's Strategic Support Objective (SSO1) "*Gender-based constraints to economic growth policies and programs increasingly addressed*" has been directly linked to one of the Agency's main goals: *Broad-based economic growth and agricultural development encouraged.*

G/WID's Strategic Plan for 1995-2003 is a focused plan that represents clear priorities for the office under each strategic objective. SSO1 reflects G/WID's recognition of women's active participation in economic activities along with their disproportionate unemployment and income levels. Therefore, G/WID aims to improve the economic status of women measured in terms of income levels and employment in Latin America and the Caribbean (LAC), Asia and The Near East (ANE) and Africa (AFR) regions. The strategic plan also states that, "women's economic issues in Europe and the Newly Independent States (ENI) can be better addressed via democracy and governance programs as per SSO3". The three intermediate results relate to the types of activities that G/WID seeks to engage in to achieve the impacts desired under this strategic objective: a.) increased engagement of policymakers in addressing gender issues in economic growth through seminars, newsletters, workshops and reports; b.) increased effectiveness of NGOs and other partners in addressing women's economic issues through enhanced capacity and advocacy roles; c.) increased knowledge and skills to deal with gender issues affecting economic growth through applied research, technical assistance and training.

When the WID Office joined the Global Bureau, it revised its 1995-2003 strategic plan slightly to fit the Bureau mandates. The revision resulted in two main changes on the focus and means of intervention under G/WID's Economic Growth Strategic Support Objective (SSO1). First, the focus expanded from addressing women's unemployment as a means to improve their economic conditions to examining the gender-based constraints to economic growth. Women's ability to respond to economic opportunities is directly linked to gender

differentiated roles, access to information and skills training and access to and control of productive resources (land, labor and capital). Gender based constraints have kept the majority of women under absolute poverty in many developing countries. The revised strategic plan, therefore, emphasized the need to focus on poverty as a key economic issue for women in developing countries. Second, while G/WID aimed to support improvements in the economic status of women in LAC, ANE and Africa, the revised strategic plan stressed that having a direct impact in changing the economic status of women was not within the manageable interest of G/WID from its position in the Global Bureau. Instead, G/WID envisioned affecting women's economic status indirectly by working through USAID Bureaus, Missions and partner organizations.

WIDTECH supported G/WID's economic growth objective by providing technical assistance, training, information and small grants to mainstream gender considerations into the development programs of USAID and its partner institutions. WIDTECH technical assistance emphasized the importance of raising women's productivity and incomes as critical components of effective development planning and practice that directly impact on the well-being of families and national economies. Throughout its lifetime, WIDTECH responded to requests for action oriented research, technical assistance and training from USAID and its partner institutions in the economic growth sector focusing on a variety of activities ranging from microenterprise and microfinance to regional trade and investment, from affecting institutional policies in regional economic institutions to setting poverty guidelines for the international development community. The next section highlights WIDTECH's experience followed by its achievements and impacts in the economic growth sector.

Assessing the Experience

The demand for WIDTECH technical services in the economic growth sector was lower than expected. It is important to analyze some of the underlying factors behind the low demand before discussing the achievements and impacts in this sector.

Limited Collaboration with EGAD, Regional Bureaus and Missions: As a demand driven contract, WIDTECH was not allowed by G/WID to initiate direct communication with the Global Bureau Center for Economic Growth and Agricultural Development (EGAD) or economic growth officers working in Regional Bureaus and Missions, unless the services were requested by them. Unfortunately, unlike the other Global Bureau Centers that sought WIDTECH assistance in training, technical assistance or evaluations, EGAD made few requests for technical assistance to integrate gender issues in economic growth related activities over WIDTECH's lifetime. This may be because WIDTECH's linkages with EGAD or Economic Growth Officers in the Regional Bureaus did not benefit from the same level of facilitation by G/WID that the WIDTECH Democracy and Governance Specialist did, and because of staff changes that made it difficult to build relationships over time.

During 1996-2000, G/WID's SSO1 team met regularly with WIDTECH and some Economic Growth Officers, but no joint initiatives were undertaken. During the September 2000 to May

2001 period, when WIDTECH provided a consultant to support G/WID's SSO1 activities, some progress was made in building linkages with EGAD. In fact, the networking of the G/WID SSO1 consultant was critical in convincing EGAD to utilize WIDTECH assistance in integrating gender concerns in the Center's training workshops for economic growth officers held in December 2000 and July 2001.

Other important collaborative efforts with the Bureaus resulted when G/WID supported WIDTECH's involvement of Bureau representatives in the small grant review process and allowed WIDTECH to conduct an informational session in the Africa Bureau to boost WIDTECH activities in that region. The most important collaboration between WIDTECH and EGAD took place in Nepal under the WIDTECH small grant to a local NGO (CECI) to support a microinsurance scheme for women microentrepreneurs. At WIDTECH's initiative, EGAD's Office of Microenterprise was invited to participate in the grant review process that kindled their interest in the new sphere of insurance schemes for microentrepreneurs. WIDTECH supported EGAD's interest to collaborate under the implementation of this small grant by involving EGAD to provide technical assistance to the implementing NGO to strengthen its capacity to undertake the research and design of the microinsurance scheme. In terms of the Regional Bureaus, the closest collaboration was with the Africa Bureau first in the 2000 Africa Bureau R-4 review process that, along with other sectors, also assessed all Mission economic activities from a gender perspective. Later in the same year, WIDTECH and the West Africa Regional Program collaborated on the regional cross border trade study followed by the small grants to several NGOs in West Africa to implement some of the study recommendations.

Frequent turnover of WIDTECH Technical Staff. Unlike the continuity of WIDTECH technical specialists in the environment and democracy and governance sectors, WIDTECH's economic growth specialist position turned over four times during the project's lifetime (Annex 4B). This instability and the fact that the project staff members who were responsible for the Economic Growth Technical support performed other functions, including serving as Project Director, meant they had little time to network and create demand for WIDTECH's expertise in Economic Growth. Moreover, when the G/WID economic growth specialist left the office in 2000, there was no one in G/WID to reach out to and build relationships with EGAD and the Economics Officers in other Bureaus.

Lack of a Strategic Approach. The instability in the Economic Growth Specialist position and WIDTECH's limited options for initiating communications with Bureaus and Missions made it difficult to develop a comprehensive strategic approach to guide and expand WIDTECH's activities in the economic growth sector. As a result, despite the high quality of technical assistance provided in the economic growth sector, the activities were fragmented.

Achievements

Despite the low demand for technical services in the economic growth sector, WIDTECH had some notable achievements and impact. WIDTECH strengthened the capacity of USAID

staff and partner organizations in addressing gender issues in development through action-oriented research, program wide technical assistance to integrate gender into Mission economic growth strategic objectives, sector based technical assistance to assist in project design and implementation and technical collaboration on gender and economic growth issues with international institutions at the policy level.

1. Action Oriented Research to Improve Results

One of the challenges in development planning is the absence of information that accurately reflects women's economic activities and social status in relation to men's in developing countries. The lack of sex-disaggregated data on employment, income, education, access to productive resources such as land, technology and credit, and limited use of gender analysis makes it difficult to quantify and assess the existing gender-based inequalities and recommend actions to promote broad-based economic development. Responding to requests received from USAID Missions, WIDTECH played a substantial role in closing information gaps by conducting in-depth surveys to inform Missions about women's economic activities and gender based constraints that impact on the achievement of sustainable program results. Two examples illustrate below the role WIDTECH played in identifying constraints and opportunities to improve women's employment opportunities in Jordan and in West Africa.

Linking Research to Project Design in Jordan. As part of USAID/Jordan's Strategic Objective 5, "Increased Economic Opportunities for Jordanians", the Mission viewed microenterprise development as a potential area of program support to improve economic opportunities for Jordanian women. The Mission's new MicroFinance project (AMIR) aimed at a target of up to 50 percent women borrowers. Recognizing that data on women's economic activities was limited, the Mission requested WIDTECH's assistance during the project design phase to conduct a survey on women's economic activities with a focus on microenterprise. The 1998 national survey was conducted in collaboration with the Center for Strategic Studies at the University of Jordan and included 5,445 women, age 15 and older, in 3219 households. It provided valuable data on the profile of women entrepreneurs, the type, size and location of women's enterprises along with their modes of operation and level of contribution to household income. Most importantly, the survey outlined key constraints faced by women entrepreneurs including financial constraints (lack of operating capital, lack of access to credit and savings), administrative constraints (dealing with government regulatory frameworks), business management-related constraints (lack of skills for product improvement and marketing) and socio-cultural constraints (lack of childcare services). Based on the survey findings, WIDTECH recommended specific actions for implementation under the Mission's Microfinance project to reduce the constraints faced by Jordanian women to enable them to invest in the growth of their businesses. Survey results were discussed at a press conference, radio interview and a large conference with participants from government, donors, NGOs and the private sector.

Impact. The WIDTECH survey was instrumental in giving USAID/Jordan the necessary information and tools to address gender issues in its microfinance programs. According to the communication received from USAID/Jordan in November 2001, the WIDTECH survey assisted the three Microfinance Institutions (MFIs) under the Mission's MicroFinance Project

(AMIR) to better understand both the nature of women's businesses and their needs for loan finance. While all three MFIs lend to both men and women entrepreneurs, they had found it difficult to reach women borrowers both because of the socio-cultural constraints and the informal nature of the majority of businesses. It was further noted that as a result of the survey findings all three institutions were able to achieve high rates of lending to women, much more rapidly than they could have without implementing the WIDTECH study recommendations.[14]

Linking Research To Strategic Planning in West Africa. Another example of WIDTECH's strategic research is the cross-border trade study in West Africa. National governments and regional institutions view this type of trade as a significant economic activity in terms of the volume of goods and services traded and the revenue it generates for a large number of people. While both men and women are engaged in these activities, much of women's cross-border trade is carried out informally making it difficult to measure their contributions to national and regional economic development. In order to document the scope and magnitude of women's business activities in regional trade, USAID's West Africa Regional Program (WARP) requested WIDTECH to undertake an assessment of women's cross-border trade to inform the development of the West Africa Trade and Investment Strategy.

> "The WIDTECH [survey] report was and still is an essential tool for the design and implementation for all activities in this [micro and small enterprise] sector… it provides insights on the involvement of women and how to reach women in the Jordanian context and this is a very important aspect of micro-finance as women are the major participants in this sector."
>
> —*Rula N. Dababneh, Project Management Specialist, Micro and Small Enterprise Opportunities Office, USAID/Jordan*

The fieldwork conducted in Benin, Ghana, Mali and Senegal and in the corresponding border areas of Burkina Faso, Cote d'Ivoire and Nigeria underscored the significant role women cross-border traders play in local, national and regional economies. The study provided qualitative information on the profile of women cross-border traders (retailers/ wholesale retailers/wholesalers), the type of commodities and services they trade (soaps, kitchen utensils, dried fish and dyed cloth, etc.) and, the constraints they faced in promoting their businesses inside and outside West Africa. The key constraints faced by women cross border traders included: a) inadequate public and private transportation and poor infrastructure; b) limited information on regional and international markets; c) limited business management skills; d) lack of financial services in the absence of efficient commercial banking systems; e) poor security to protect women from violence and theft committed during travel to markets, and f) excessive customs duties and other fees imposed due to the lack of national enforcement of regional trade liberalization policies.

The study recommended a set of actions to alleviate these constraints and create an enabling environment for West African women traders to enhance their business activities: a) strengthening of institutions and business associations; b) management skills training for women cross border traders; c) additional research on fish and cloth which are two

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[14] Jim Whitaker, USAID/Jordan, November 2001.

commodities heavily traded by women; d) use of mass media in dissemination of trade policy and customs information; e) implementation and standardization of customs rules and tariffs; and f) involvement of USAID in regional policy discussions with the Economic Community of West African States (ECOWAS) and West African Economic and Monetary Union (WAEMU) to alleviate the critical constraints for cross border traders. The study recommendations were shared at a large debriefing organized by the Africa Bureau including participants from USAID, NGOs, the World Bank, private sector, Corporate Council on Africa, State Department, US Treasury, and the White House. In line with the recommendations, WIDTECH provided small grants to three local NGOs to further enhance women's business activities in the region. (The small grant funded activity in Burkina Faso is discussed in the Small Grants section, below.)

Impact. The cross border trade study conducted by WIDTECH involving seven countries in West Africa was the first of its kind since there had been no regional research done on cross border trade involving more than two to three countries before the WIDTECH study. The findings demonstrating women's common constraints in enterprise and trade development across West Africa provide a strong platform for USAID discussions at the policy level with regional institutions to alleviate constraints for cross border trade. USAID/West Africa Regional Program (WARP) has already used the WIDTECH's study as a basis for developing its trade and investment strategy and initiatives in strengthening women's business networks and creating opportunities for regional and international trade. In July 2001, WARP held a regional conference-workshop bringing together 53 women entrepreneurs from 13 West African countries to define and prioritize specific interventions targeted to facilitate enterprise and trade development.

> "The study (Women's Cross-border Trade in West Africa) funded by G/WID and conducted under the direction of WIDTECH continues to have a dynamic effect on the programming of the West African Regional Program (WARP)"
>
> —*Jean Harman, USAID/WARP Trade and Investment Officer*

2. Providing Opportunities for Partner Organizations

Through its small grants program, WIDTECH strengthened USAID's linkages with partner organizations and supported NGOs and host country governments in their efforts to address women's economic issues through research, program implementation and advocacy. Two examples of WIDTECH small grants supporting G/WID's economic growth strategic objective are provided below.

Technology Development in Ethiopia. Lack of access to technology continues to be a major constraint affecting rural women's productivity in developing countries. A WIDTECH small grant to Winrock/Ethiopia supported a focused study in 11 rural communities to examine rural women's needs and constraints to accessing appropriate technologies. The study also assessed the efforts of nine Technology Promotion Centers around Ethiopia to engage women in the identification of products to be developed and promoted, some of which have been in business since the 1960s. The study concluded that rural women have not benefited significantly from the appropriate technologies developed over the past three

decades. This is a result of their lack of awareness of the existence of technologies, the disconnect between women's needs and the technologies developed to assist them, a lack of affordable technologies, and the ineffective system of technology dissemination and transfer. The study also analyzed governmental and non-governmental institutions' programs that aim to promote rural technology to determine how women's needs were integrated into their portfolio. At the end of the study, the results and recommendations were discussed with various stakeholders, including women entrepreneurs, private sector businesses, public sector agencies, and NGOs with the intent of improving the process of developing affordable technologies and making them available to rural women.

Impact. The impact of this study goes beyond providing information on rural women and technology issues as it has leveraged a national effort to enhance women's economic opportunities. The study was designed and implemented by Winrock Ethiopia, in close consultation and collaboration with the Women's Affairs Offices of the Prime Minister's Office and the Ministry of Agriculture among others. The Women's Affairs Office of the Prime Minister's Office intends to use the findings of the study to guide the pilot phase of the implementation of the Ethiopian Women in Development Fund (EWDF), which was officially launched in May 2001 with contributions from the Ethiopian Government, The World Bank, and the Italian Cooperation. A total of $9.4 million will be made available through this Fund to develop projects that are aimed at providing training and information to women at the grassroots level throughout Ethiopia.

Insurance Services for Community-Based Saving and Credit Organizations. The Canadian Centre for International Studies and Cooperation (CECI) Nepal, working with an in-country partner, The Centre for Micro-Finance (CMF), received a small grant to develop insurance services for rural women through community-based saving and credit organizations. They studied insurance programs offered to women credit and savings programs in India and Uganda; met with existing insurance providers and microfinance institutions in Nepal, and conducted interviews with women members of microfinance institutions to identify what insurance services were available and what services were needed. Based on this research, they identified a need for livestock insurance and term life insurance for rural women. CMF formed a partnership with the National Life and General Insurance Company, a Nepali insurance company with rural programs, and several microfinance institutions to provide insurance to the clients of the microfinance institutions. CMF and its implementing partners interviewed potential clients to help in designing insurance programs, the fee structure and methods for clients to receive their policy payments when due, and pilot programs were initiated. Staff from G/EGAD's Office of Microenterprise Development, AIMS Unit, provided technical support to the research and design phases. They noted, "…the quality of work done by the team at CMF is excellent. The research they have undertaken is also ground-breaking in the area of client demand-led micro insurance." CMF will continue to work with support from the AIMS Unit, and the Consultative Group to Assist the Poorest (CGAP) and the Canadian Cooperative Association have expressed interest in supporting CMF's efforts.

Impact. The impact of this small grant is two fold. First, WIDTECH along with EGAD technical assistance strengthened the institutional capacity of a local NGO in Nepal to

undertake an in-depth survey prior to the design of a pilot insurance scheme to ensure that a solid program was developed in conjunction with the real needs identified by rural women. Moreover, even though credit and savings programs have been well researched around the world in relation to women entrepreneurs' financial needs, there has been very little research to date on women's needs for and access to insurance programs. With this research and design of a pilot microinsurance scheme, WIDTECH has advanced the knowledge-base at the frontiers of research on financial services for women.

3. Economic Growth in Program-Wide Strategies

WIDTECH responded to requests for technical assistance from Missions in all Regions—many of which have Strategic Objectives on economic growth. Under the results based performance framework, USAID's strategy emphasizes the need to integrate gender issues as a crosscutting theme throughout USAID development assistance. The advent of changes in the Agency's ADS Guidelines 200 and 300 series takes this commitment a step further by establishing a mechanism for accountability for integrating gender into all aspects of the Agency's work. Assessing gender-based constraints to economic growth has been a part of the Gender Plans of Action developed for Missions across all regions (see examples below).

Addressing Economic Growth Objectives through Gender Plans of Action. At the request of several E&E Missions, WIDTECH fielded a number of teams to conduct gender assessments and develop Gender Plans of Action, all of which included economic growth objectives. The transition to a market-oriented economy, accompanied by economic reforms including rapid privatization of state owned firms, fiscal reform and legal and regulatory reforms, created both opportunities and constraints for the development efforts of the former socialist countries. While these reforms laid the foundation for a market-oriented economy, the economic performance of these countries during the first decade of the transition period was characterized by massive unemployment, a decline in per capita income and a decrease in household expenditure. WIDTECH's assessment of the economic conditions of women in Ukraine, Belarus, Moldova, Bulgaria and Romania indicated that women are disproportionately affected by these changes. They were usually the first to be laid off and more seriously affected by the decline in social benefits such as loss of child care services that, in turn, constrained their ability to work outside the home. Even though the percentage of women with higher education was relatively high in these countries, only a small percentage of them were fully employed. Women still face various discriminatory barriers to employment including age and unequal pay and are often forced to work without contracts.

In Ukraine, WIDTECH recommended that a gender analysis of budgets be carried out to ensure that both men and women are economic beneficiaries of government initiatives and economic reforms. Gender analysis was recommended as part of the development of the Mission's new Pension Reform Law activity looking into spousal survival rights, length of services, rights after divorce, life expectancy, and implications of working in the informal sector. WIDTECH also emphasized the need to address gender issues such as equitable distribution of land and access to markets under the Mission's land titling and agricultural marketing activity. In Romania, WIDTECH recommended examining the processes of land

privatization to ensure that property rights of all family members would be protected during any sale of privately owned land. Similar gender assessments have been conducted by WIDTECH in Haiti, Peru, Angola, Mali, Morocco, and the Philippines (see System-wide Gender Integration section, below).

Strengthening Cross-Sectoral Linkages. WIDTECH's technical assistance in economic growth not only addressed gender issues ion sector-based areas such as employment generation, enterprise development, financial services, agriculture, trade and privatization, but also has emphasized cross-sectoral linkages in order for Missions to respond to gender-based constraints to economic growth through investments in education, environment and democracy and governance sectors. In Guatemala, WIDTECH worked within an environment project to increase income generating opportunities for women through community conservation programs by assisting government agencies to change regulations on land tenure and assisting NGOs managing land titling programs to secure women's rights to land. In Ukraine, WIDTECH trained 22 journalists covering economic transition to raise their awareness of the needs, constraints and interests of Ukrainian women. In Bulgaria, WIDTECH recommended supporting union activities to promote awareness and advocacy on female labor rights such as equal pay for equal work and job security after maternity leave.

In Benin, a micro-finance project and an appropriate technology project with a focus on economic growth are implemented under the Democracy and Governance SPO1, with the assumption that increased income will encourage beneficiaries to participate in local development and pay local taxes. Within these projects, WIDTECH recommended continued support for the development of viable micro-finance institutions that benefit women. Within the technology-enhancing program, it was recommended that efforts must be made to reach out to women with labor and time saving technologies through the market gardening and palm oil component where women are less represented.

Cross-sectoral linkages between economic growth and democracy and governance activities have been explored in countries emerging from long periods of conflict. While women's economic conditions oftentimes become more difficult during times of conflict, as more women become heads of households and must directly confront discriminatory economic and social norms that govern property ownership and access to productive resources, these women also may have benefited, for example, from having more opportunities to take independent decisions. When their spouses and male relatives return, these same women who had assumed leadership roles and operated and managed family assets including land and business are often pushed back into their pre-conflict subservient roles. On the other hand, women are empowered through their experiences in refugee camps and in their engagements as combatants.

WIDTECH provided technical assistance to USAID Missions in Angola and Eritrea in their post-conflict reconstruction and nation-building efforts. In Angola, WIDTECH examined women's participation in decision-making and identified key economic entry points for enhancing women's empowerment. In Eritrea, WIDTECH conducted a gender assessment during the development of USAID/Eritrea's strategic objective for human capacity development and recommended the need to support micro and small enterprises in order to

direct former women combatants' skills to more productive activities such as business development and leadership to enhance women's livelihoods in both rural and urban areas. In response to USAID/Eritrea's follow-up request, WIDTECH assisted in developing a strategy for enhancing women's business activities in the country.

Impact. Since much of WIDTECH's assistance in supporting Missions' efforts to develop Gender Plans of Action has taken place in the last two years of the WIDTECH project, it is difficult to determine the impact that the short-term assistance might have had on integrating gender concerns into the economic growth strategic objectives. The absence of systematic monitoring and evaluation of Mission R-4s limits one possible way of assessing impact. In the case of Missions like Ukraine and Guatemala where Missions made multiple requests for technical assistance and training, WIDTECH had a more substantial impact on promoting sustainable change in the way Missions have integrated gender into design, implementation and evaluation of their activities, thereby improving program results.

4. Collaboration with International Partners on Policy Development

At a more global level, WIDTECH provided assistance to USAID counterpart agencies. For example, WIDTECH assisted in developing the OECD/DAC Guidelines on Poverty Reduction over a period of three years through a Task Order. Other examples of WIDTECH's collaboration with institutional partners in policy development was the participation in the President's Interagency Council on Women (PICW) and its taskforce on Women and The Global Economy, and the Women Leaders Network of the Asia Pacific Economic Cooperation (APEC). The latter activity led to the development of a policy framework for integrating gender into APEC. The taskforce also was instrumental in planning gender training sessions for APEC senior officials and staff and enabling APEC officials to better understand the connections between their particular issues e.g. fisheries, information technology, customs regulations, and gender.

Impact. WIDTECH's long-term technical assistance to both PICW and OECD/DAC resulted in successful technical collaboration with international institutions and notable achievements including the formulation of the OECD/DAC Guidelines on Poverty Reduction and the development of a gender sensitive policy framework for APEC.

5. Capacity Building through Information Dissemination and Training

WIDTECH effectively utilized different means of information dissemination as a way for not only introducing its work to USAID Bureaus, Missions, and partner institutions but also to raise gender awareness among various stakeholders. Information bulletins were disseminated to all USAID Missions and Bureaus on the two major studies on Jordan (in Arabic and English) and West Africa (in French and English). WIDTECH website was regularly updated to include new reports generated by technical assistance. In addition, WIDTECH conducted many seminars in the economic growth sector inviting participants from USAID, donors, government agencies, private sector and non-governmental organizations to discuss topics related to gender issues in agriculture and food security, women's activities in the formal and the informal economy, innovative research frontiers such as microinsurance schemes and

cross border trade and cross sectoral work between economic growth and democracy and governance programs on issues related to women's property rights and new economic opportunities for women in post-conflict situations.

Training was another medium to raise awareness and build capacity of USAID staff and partners. WIDTECH's two global training programs included specific modules for gender and economic growth issues. In addition to Mission-based training workshops such as in Ethiopia and Regional Center for Southern Africa (RCSA) which had economic growth as a component, WIDTECH also conducted mini training sessions for Mission staff during the development of Gender Plans of Action. Moreover, WIDTECH assisted the Global Bureau's Economic Growth and Agricultural Development Center (EGAD) and integrated gender components into the two consecutive staff training workshops—November 2000 and June 2001.

Impact. Although participant evaluations provided high ratings for quality of WIDTECH training, it is hard to be certain how much impact trainings had in creating sustainable improvements in Economic Officers' gender analysis skills. In the case of EGAD training, WIDTECH's evaluation of the first training session showed that little reference was made to the gender relevant materials prepared by WIDTECH. During the second training, WIDTECH was more directly engaged in the planning process and prepared a package of training materials including the following briefs: a) "Why Consider Gender in Economic Growth?"[15]; b) Checklist on Gender and Trade; c) Agriculture and Food Security; d) Enterprise Development; e) ADS regulations and assorted other documents; and f) a series of questions to assist the gender facilitators. A resource person was designated to respond to gender issues during the training. However, there was no formal feedback about the usefulness of the WIDTECH-developed briefs, so the impact of WIDTECH assistance on the second EGAD training remained unclear.

Lessons Learned

▪ **Collaboration with Regional and Central Bureaus.** Considerable amount of time and effort is necessary to raise awareness on gender issues and build skills for gender analysis among USAID economic growth officers. Unfortunately, there were few opportunities to build strong, lasting relationships with gender advocates among economic growth officers, and among economists in WIDTECH, G/WID, EGAD and Regional Bureau. This may have contributed to the low demand for WIDTECH's technical assistance and training services. The most important links to the economic growth sector developed when G/WID facilitated WIDTECH's technical collaboration with Missions and Bureaus.

▪ **Impact on Gender Integration In Economic Growth Objectives and Activities.** Although technical assistance and training are effective tools for gender integration, their impact on awareness raising and skill building is reduced over time unless reinforced by

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[15] Rubin, D. Why Consider Gender in Economic Growth?" June 2001

Mission gender advocates and follow-up technical assistance (i.e., USAID Missions in Ethiopia, RCSA, Lebanon, EGAD Center). In Missions and Bureaus where WIDTECH had on-going relationships, there were higher levels of gender integration at the strategy and program implementation levels (i.e., USAID Missions in Jordan, Guatemala, Nepal, Ukraine and WARP). In the absence of systematic monitoring on gender integration through Mission and Bureau R-4s, the impact of program-wide assistance is unclear. As a demand-driven project, WIDTECH did not have a monitoring and evaluation system designed from the outset, thus, there was no systematic plan for exploring the extent to which WIDTECH technical assistance led to improved results over time. Two means of monitoring impact included repeat requests for technical assistance and direct Mission feedback.

- **Capacity Building of Economic Growth Officers.** Most of the WIDTECH training workshops have had economic growth modules which have been effective. However, incorporating gender issues into the annual EGAD Center training for economic growth officers was not as successful as it might have been. While these Center-based trainings provided a significant window of opportunity for continuous awareness raising and skills enhancement for gender integration in economic growth related activities, EGAD Center did not optimally use WIDTECH technical assistance. This contrasts with the long-term relationships between WIDTECH, and the Environment and D&G Centers that led to the institutionalization of gender in their programs.

- **Capacity Building of Partner Organizations.** Through small grants, WIDTECH provided opportunities to NGOs that support women's economic activities to collect information to influence programs and policies and test innovative strategies to improve women's employment and income options. For example, WIDTECH small grants led to the development of insurance schemes for women entrepreneurs in Nepal, and supported coalitions between government and NGOs in developing affordable appropriate technologies for Ethiopian women. Building linkages between USAID and its host country counterparts including governmental and non-governmental organizations has been a critical element for improving program results and ensuring the sustainability of USAID development assistance in a given country.

Recommendations

- **Create an enabling environment through G/WID technical collaboration.** With the recent (October 2001) reorganization of USAID, EGAT/WID is ideally positioned to institutionalize changes in thinking and practice with EGAT. EGAT/WID should initiate joint activities in research, technical assistance, seminars and training workshops with Regional Bureaus and Missions. One way to begin this process would be to reestablish the SSO1 meetings and bring together economic growth officers from EGAT, Regional Bureaus, G/WID and WIDTECH's successor to discuss gender issues in economic growth and poverty alleviation programs.

- **Contribute directly to ensuring gender expertise in EGAD.** Identify gender advocates and form a Gender Working Group in EGAT to raise awareness and reinforce gender integration efforts in economic growth activities.

- **Build economic growth and gender capacity in USAID/W and Missions.** Integrate gender into the Agency-wide training workshops for economic growth officers. Ensure the direct involvement of a strong gender and economic growth specialist in the development, implementation and evaluation of training workshops.

- **Strengthen institutional capacities of partner organizations.** Enhance the capacities of NGOs, government agencies and other USAID partners at the field level to implement USAID-funded programs that will improve women's economic opportunities and will advocate for gender-sensitive policy development on a sustainable basis.

- **Address emerging issues in improving women's income and employment opportunities.** Support exploratory and operations research to identify, test and measure results of strategies that address emerging issues related to women's income and employment opportunities. Given that economic status of women is directly related to and impacts on their social, political and legal status, many of the emerging issues, such as provision of expanded packages of financial services to women including savings and insurance, or women's participation in regional trade initiatives, are related to these intersections and demand cross-disciplinary approaches.

- **Continue to pay attention to the first generation issues that limit women's economic contributions.** While there are many critical emerging areas of concern related to women's employment and economic opportunities, there are as many areas of "unfinished business" that risk being overlooked if explicit attention is not given to them. Findings from WIDTECH's small grants in Africa suggest that women continue to need access to appropriate and affordable technologies that will reduce their time and labor burdens and enhance their productivity. It is as important to resolve these practical constraints to women's economic activities, as it was when they were first identified. Indeed, in the face of the direct costs of the HIV/AIDS pandemic on households, finding ways to address women's and, by extension, their children's time and labor burdens are critical for their livelihoods.

- **Disseminate success stories.** In order to share lessons and expand replication of successful models and approaches, it is critical to document the experience and impact of long-term technical assistance and training on gender issues at the Mission- and Bureau-levels. Information on best practices, innovative approaches and success stories on gender integration in the economic growth sector should be disseminated to a wide audience including USAID staff and national and international partner institutions through multiple media including the project website, seminars, information bulletins and targeted listservs in order to enhance G/WID's contribution to gender and development practice.

EDUCATION AND HUMAN CAPACITY DEVELOPMENT

Context and Strategy

In 1990, UNESCO, UNDP, UNICEF and the World Bank, together with the international community, pledged to work toward achieving universal primary education (UPE) by the year 2000.[16] In particular, the Education For All (EFA) movement called for ensuring girls' full enrollment and completion of a quality primary education. In 1995, during the mid-year review of these commitments, it became clear that a number of countries had made little or no progress toward reducing gender inequality. There was a need to reexamine current approaches, and, as necessary, reformulate them using different methodologies.

USAID recognizes that investments in girls' education yield significant economic and social returns for developing countries. At the global level, G/WID's Strategic Support Objective Two (SSO2) aims to support the creation of "(B)road-based informed constituencies mobilized to improve girls' education in emphasis countries." [17] The emphasis on basic education is similar to the international community's UPE approach, although USAID's strategy is broader based and builds on over a decade of the Agency's experience in promoting girls' education.

Three primary initiatives support G/WID's SSO2—the Girls' and Women's Education Initiative (GWE), and "Strategies for Advancing Girls' Education" (SAGE) and "Expanding Advocacy for Girls' Education in India", Task Orders awarded under the WIDTECH Requirements Contract.

The Girls' and Women's Education Initiative (GWE) began in September 1996, after being announced by First Lady Hilary Rodham Clinton, at the 1995 Social Development Summit in Copenhagen. Through GWE, USAID is working to improve girls' primary school completion rates in developing countries. The Initiative's efforts focus on 12 countries—six emphasis countries (Egypt, Guatemala, Guinea, Mali, Morocco, and Peru), and six cooperating countries—Benin, Bolivia, Honduras, India, Nepal and Peru. Country initiatives in Guatemala, Guinea, Mali, Morocco, and Peru aim to mobilize public and private sectors toward achieving the goal of increasing girls' primary school completion rates by 20 percent over five years. In Bolivia, Honduras, Nepal and Peru, important analytical studies of women's literacy programs are taking place. The results of the work in these countries will be used to help governments and others to better invest their resources in girls and women's education.

The most apparent intersection between GWE and WIDTECH are the two Task Orders awarded under the WIDTECH Requirements Contract—Strategies for Advancing Girls' Education (SAGE) and Expanding Advocacy for Girls Education in India. Both of these are similar to GWE in that they offer long-term support (between two to five years) that is

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[16] At the decade review of EFA in 2000, a new goal of UPE was set and agreed upon for the year 2015. www. Unesco.org

[17] USAID/Office of Women in Development 2002 R4.

targeted to specific countries, while WIDTECH provided short-term assistance usually lasting no more than a few months.

- Awarded in 1999, the 3.5 year long WIDTECH SAGE Task Order is designed to take a non-traditional, multi-sector approach to support local solutions to improving girls' education. They do this by engaging traditional and non-traditional actors such as the public and private sectors, central and decentralized government units, religious and business leaders, the media and non-governmental organizations. Activities have been implemented in Guinea and Mali since 1999, and in the summer of 2001 new country programs started in the Democratic Republic of Congo, El Salvador and Ghana. In addition, SAGE conducts research on best practices for girls' education and organizes workshops that bring together various stakeholders.

- The objective of the 1997-2001 "Expanding Advocacy for Girls Education in India" Task Order was to create and support an independent, self-sustaining non governmental organization, the BETI Foundation, that could promote girls' education in Uttar Pradesh through resource mobilization and coordination, research and evaluation studies, communications and advocacy. TO also provided technical support and capacity building to selected District Institutes of Education and Training (DIETs) in the areas of micro-planning, social mobilization, community participation, teacher training, monitoring and evaluation, and management of disaggregated data for informed decision-making.

Although the SAGE and India Task Orders were awarded under the WIDTECH Requirements Contract, this report will focus on education activities carried out under the Core Contract by core staff and consultants during 1996-2001.

Over the past five years, WIDTECH has provided assistance to advance female education in 11 countries, including countries in the regions of Asia and Near East (Nepal and Morocco), Latin America and the Caribbean (Haiti, Peru) and Africa (Benin, Guinea, Mali, South Africa, Zimbabwe). In some cases, such as Morocco, Mali and South Africa, WIDTECH responded to more than one request for technical assistance. Additionally, WIDTECH has organized or participated in a number of seminars on girls' education in Washington DC, South Africa, and Canada.

The demand-driven nature of the requests permitted WIDTECH to respond to Missions' needs and undertake a number of innovative approaches to advancing female education. These included integrating gender concerns in USAID/Haiti's education SO; evaluating and building capacity in Guinea's Ministry of Pre-University Education's Equity Committee; and helping USAID/Nepal design its three to five year cross-sectoral program on female literacy and empowerment.

Achievements

Over the life of WIDTECH, it assisted Missions to undertake a number of innovative projects to advance their own girls' education programs. While no specific trends in education

assistance can be traced, a number of generalizations can be made about the 22 education-related assignments (Annexes 6A and 6B). These fall into 4 general categories—(a) integrating gender into SOs; (b) cross-sectoral initiatives; (c) working directly with USAID partners; and (d) specific studies on female education.

Integrating Gender into SOs

Eight consultancies focused on integrating gender into the Mission's strategic objectives. Education was one of the sectors analyzed in Angola, Benin, Haiti, Mali, Morocco, RCSA, Rwanda and South Africa.

Cross-sectoral Initiatives

Collaboration between education and literacy, and other sectors has been a clear trend in education worldwide in the 1990s, and is expected to continue to be so as agencies search for innovative projects to meet the UPE by 2015 timeframe. The Mali, Nepal, and Zimbabwe consultancies provide examples of this trend.

- In Nepal, WIDTECH provided assistance in redesigning the Mission's strategic objective on women's empowerment to include components on basic literacy, economic participation, legal literacy and advocacy. The basic literacy section developed by WIDTECH was integrated into the final program design document that formed the basis of the Mission's subsequent three to five year initiative on women's empowerment.

- USAID/Zimbabwe gave attention to the HIV/AIDS programmatic area. WIDTECH helped the Mission integrate HIV/AIDS and an emphasis on gender as a crosscutting theme in its overall education Strategic Objective.

Capacity Building with USAID Partners

WIDTECH worked directly with USAID partners, such as the Ministries of Education (MOE) in Guinea and Mali. In both cases, WIDTECH advised the MOE and USAID on how to enhance programs and strengthen collaboration to advance girls' education.

- In Guinea, WIDTECH assessed the capacity of the Ministry of Pre-University Education's Equity Committee and provided training to strengthen their ability to advocate and promote national policies on girls' education, and implement national and local level programs.

- In Mali, WIDTECH provided technical assistance in a two-phase activity that aimed to support the MOE's efforts to engender its curriculum development process and to modify existing simulation models to better capture the gendered impacts of investment

decisions. Each of these inputs will support the Government of Mali's commitment to achieving UPE by 2015.

Specific Studies on Female Education

WIDTECH supported several studies on female education.

- Two studies were conducted for G/WID in 1998. One tracked the historical development of girls' education and the other documented the importance of investment in female education for improved social and economic development.

- The findings from a 1997 study on girls' education in Peru led to the development of a new country focus under the GWE project.

Impact

Given the short-term nature of WIDTECH assistance, impact and results must be measured differently than for a long-term project intervention or longitudinal research that would capture change over time. An indirect assessment of impact is the multiple requests from single Missions, such as Mali and Morocco.

Reinforcing Local Capacity

As stated earlier, WIDTECH technical assistance is essentially demand-driven, responding to a broad range of incoming requests for assistance to enhance Missions' own projects. Although this focus on demand sometimes limited WIDTECH's ability to focus its resources to achieve a critical mass of knowledge and experience resulting in sustainable impact in particular countries, it had the positive result of responding to and supporting local initiatives. WIDTECH's technical assistance inputs were, therefore, linked to supporting Missions' priorities that were, in turn, based on local needs and realities. WIDTECH assistance supported local ownership of the investments, and enhanced local initiatives and capacities for implementing programs, creating the likelihood of sustainable change prompted or supported by WIDTECH assistance.

For example, WIDTECH assessed Mali's curriculum development process in partnership with local experts (November 2001). The second phase of this project will consist of training key government and non-governmental staff on integrating gender into the curriculum development system (February 2002). The design team was comprised of an international consultant and three local experts. Having local partners created the opportunity to ensure ownership and built their capacity to provide on-going support to the actions initiated by this technical assistance input. The local team members will be available to conduct monitoring and evaluation exercises on integrating gender in the curriculum development process and

deliver follow-on training workshops. This, in turn, will contribute to creating a larger cohort of gender-knowledgeable expertise within the country.

Integrating Gender into Programs from the Design Phase

WIDTECH also contributes to building Mission capacity to integrate gender into its education projects from the design or strategic objective development phase. This aids the Mission's capacity to meet the ADS guidelines that require all field offices to report on their gender integration efforts. WIDTECH's technical assistance in conducting gender assessments and developing Gender Plans of Action for Missions, many of which include human capacity development (education) objectives, has provided other opportunities to ensure that attention to gender is given early on in the process of program development and implementation. In the case of Eritrea, a gender assessment was undertaken of the Mission's portfolio of activities in human capacity development. Information gathered in this assessment led the Mission to adjust their investments to strengthen gender integration. Based on WIDTECH technical assistance, USAID supported the establishment of a Gender Resource Center at the University of Asmara, emphasized economic and training activities to address the needs of female demobilized soldiers, and created a requirement that 40 percent of participants in university-based activities must be women. In the Mission's own words, WIDTECH's impact was substantial: "Your work here has led to program changes that offer real promise for the future role of women in Eritrea[18]."

Testing the Success of Cross-cutting Themes

The development community's recognition that girls' absence from school is linked to health, economic, environmental and governance issues will lead to the development of cross sector initiatives similar to those implemented by USAID/Nepal and the Ministries of Education in Guinea and Mali. As aforementioned, the international community and USAID alike have been emphasizing the need to combine efforts in different sectors as a means to achieving better education results. This approach is promising in the potential results it can achieve yet also complicated as implementation may require a new conceptualization of programs and possible sharing of resources. WIDTECH tested this hypothesis in Morocco and Nepal.

▪ In 1999, WIDTECH reviewed USAID/Morocco's SOs to propose a new strategic framework using gender as a crosscutting theme. WIDTECH returned two years later to assess the success of this strategy. It found that improvements in female education were facilitated by cross-sectoral projects such as micro credit programs that offer an adult literacy component and by improved domestic water supplies that reduced girls' opportunity costs related to school attendance. While the process of designing, implementing and measuring results of an integrated or cross-sectoral approach is somewhat complicated, the Mission was committed to using this approach.

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[18] Carol Horning/Marcia Greenberg, email, December 1, 2001.

▪ WIDTECH's study in Jordan on women's economic activities illustrated the importance of vocational training, including basic literacy, as a means to enhance women's employment opportunities. This finding suggested that education as a tool to improving economic well-being should not be limited to formal or school-based learning, and that the scope of education related activities should extend to work in other sectors.

Contributing to Sustainable Change Through Follow-on Assistance

Perhaps the clearest means of monitoring impact is a request for follow-on assistance. WIDTECH provided assistance related to education three times in South Africa, Morocco, and Mali. The evolution of these consultancies—from assessment to evaluation and capacity building - also suggests WIDTECH's success.

In South Africa, WIDTECH helped the Mission identify ways to strengthen its education SO at various levels—the primary level, higher education, adult basic education and training and out-of-school youth initiatives. There are several positive results linked to this consultancy. First, working on four different levels of education helped ensure greater linkages between initiatives. Challenges for out-of-school youth initiatives were linked to issues prominent in primary school. Highlighting these linkages illustrated the potential for improving more than one level of schooling, thereby, improving the educational system on the whole. Second, crucial linkages were made with the Ministry of Education to ensure recommendations were implemented. Designing a new adult basic education and training support program led to recommendations for revising the curriculum to better incorporate the special needs of rural women by including training in micro enterprise and related skills. Finally, two seminars on "girls education" highlighted findings and mobilized action for girls' education.

Building on lessons learned from earlier WIDTECH activities might build momentum and commitment to gender integration in technical sectors, including education. As noted above, The original task in Morocco included a gender assessment of the Mission's SOs including education. This was followed by an assessment of the experience on addressing gender as a cross-butting theme, and, finally, by a two-phase gender training of technical specialists from the public sector and NGO partners in 2001 and 2002. In-country education specialists participated in this sequence of activities that is expected to contribute to their greater understanding of and skills for addressing gender issues in education and improving gender-equitable outcomes.

Building Linkages with GWE Initiatives

WIDTECH and GWE operate independently of each other. Although no formal link was established between these two projects, a number of activities undertaken by WIDTECH directly and positively advanced the GWE program. In 1998, WIDTECH conducted an assessment of USAID/Peru's basic education strategy and the structure of the overall educational system to determine whether Peru would be an appropriate emphasis country for a GWE activity. GWE subsequently added Peru as one of its focus countries.

Improving Knowledge to Implement Policies, Strategies, and Programs for Girls' Education

In addition to USAID audiences, WIDTECH's education work was featured in two seminars attended by academia, practitioners and representatives from donor agencies. These included a seminar in 2000 at the Ontario Institute for International Education of the University of Toronto on gender and education, featuring WIDTECH's work with the MOE in Guinea, and participation in a workshop on girls' education at the 2001 annual conference of the Comparative and International Education Society (CIES).

Lessons Learned

Important lessons have been learned over WIDTECH's five years of work in education. These findings are useful for demonstrating the scope and breadth of WIDTECH's work, understanding the shift in global education trends and for gleaning recommendations for the best mechanism, geographical focus and timeframe of the project's successor.

Provide Mechanisms to Meet Short and Long-term Assistance to Help Redefine Female Education

WIDTECH fielded 22 education-related consultancies that responded to the needs of USAID field offices and Ministries of Education over a five-year period, and has contributed to building local capacity while supporting local initiatives. That said, WIDTECH Core contract's mandate was to provide short-term targeted assistance as opposed to long-term inputs, as was done through GWE, or the SAGE or the India girls' education Task Orders. Yet, both are useful in meeting the needs of Missions and Ministries of Education. For example, demand for follow-on assistance by USAID/Mali and Guinea, two of the largest beneficiaries of the SAGE and GWE activities, illustrates the usefulness of both long and short-term assistance in education. In Guinea, it would have been difficult for either GWE or SAGE to help the Mission with its plan to provide assistance to the Equity Committee, since the required two-month consultancy did not fit within their longer-term mandates. WIDTECH, however, was able to respond and help the Mission and the MOE because it was its mandate to provide such short-term support.

Create Demand

The need for a demand-driven project such as WIDTECH will increase as the education field searches for and pilots cutting-edge strategies to ensure that everyone—boys and girls, adult women, out-of-school youth—can access affordable and relevant education and training in skills with which they can access better jobs.

The orientation of female education is changing globally. The goal of ensuring universal primary access to education created a challenge to increase access while ensuring quality. With the recognition that most countries were far from achieving EFA by 2000, the international community set a new target—2015. Over time, the field of education has seen a number of new needs and new initiatives, from cross-sectoral work and inclusion of HIV/AIDS, to simply revisiting the problems of access under a new light, as with community-managed schools. USAID's ADS requirements for integrating gender also created demand for ensuring gender a equity in access to and benefits from participation in education opportunities. At the same time, there is a growing number of Missions with education SOs, as well as education as a cross-cutting theme.

The demand for education assistance is and will therefore continue to increase. However, in order to supply this demand, Missions must be aware of the availability of short-term assistance, such as that offered under WIDTECH. After several interviews with colleagues working in girls and women's education, it became clear that if WIDTECH had been more visible, there would have been more requests for such assistance from field offices and USAID/W.

Recommendations

The following recommendations are grounded on the lessons learned through WIDTECH's education technical assistance efforts.

1. Continue to use a responsive, demand-driven approach to providing technical assistance.
2. Implement extensive marketing strategies to create demand for WIDTECH education services.
3. Find ways to ensure collaboration among all female education and literacy activities in order to provide Missions, USAID/W and partners' with a full range of short-term and long-term services.
4. Ensure that representatives from all G/WID projects that support the Education Strategic Objective attend SO team meetings.
5. Broadly disseminate lessons learned from WIDTECH's technical assistance.
6. Publish a progress report highlighting USAID's contributions to advancing female education.

ENVIRONMENT AND NATURAL RESOURCES

"Environmental degradation threatens human health, undermines long-term economic growth and impairs critical ecological systems upon which sustainable development depends. Careful management of natural resources is essential if investments in development are to yield sustainable benefits. …Addressing environmental issues builds public/private sector partnerships; increases public awareness through education and training; crosses gender, cultural and class lines; stretches across the political spectrum; and strengthens civil societies." (USAID, Strategic Plan, 2001)

Context and Strategy

USAID has five environment objectives: 1) Reduce the threat of global climate change; 2) Conserve biological diversity; 3) Promote sustainable urbanization including pollution management; 4) Increase the use of environmentally sound energy services; and 5) increase sustainable management of natural resources. G/WID's aim is to help ensure that women participate fully and benefit equally from USAID's development assistance programs. G/WID's strategic objectives are: 1) enhance the economic status of women; 2) expand educational opportunities for girls and women; 3) improve women's legal rights and increase their participation in civil society; and 4) integrate gender considerations throughout USAID programs. Although G/WID did not have a specific environment objective, the aim of WIDTECH's environment sector activities was to support G/WID's SSO4 and the Agency's environment objective.

The WIDTECH environment sector has indeed contributed to all the strategic objectives of G/WID. For example, the sector has helped stimulate economic growth through income generating activities as a part of community conservation; examined women's legal rights as they relate to land tenure and relocation out of protected areas; and encouraged the analysis of environmental education materials from a gender perspective. However, WIDTECH's environment sector primarily addresses Strategic Support Objective 4 (SSO4) by supporting gender integration in the environment efforts of USAID and its partners.

To address SO4, WIDTECH developed a program of activities that focused on two of the USAID environment objectives—the conservation of biodiversity and the sustainable management of natural resources. Both these objectives include elements of the other three environment objectives - attention to energy, pollution and global climate change. The approach WIDTECH took in the environment sector is the same as that of the environment sector of USAID, that is, to work closely "with local communities and governments to give people using the land the authority and incentive to manage their own resources sustainably, and to enable host country non-governmental organizations and government agencies to provide conservation-related services" (USAID Strategic Plan, 2001).

WIDTECH's work in the environment sector was guided by a conceptual framework that began with a focus on the technical, or sector, environment goals then used gender approaches and analysis to identify entry points for improving results. Gender was, therefore, grounded in the technical sector. This framework led to a coherent program rather than scattered, unrelated technical assistance and training. The framework also focused on the goals of *conservation of biodiversity and the sustainable management of natural resources*. The strategy to reach these goals was based on *democratic principles* (inclusiveness, a strengthened civil society, participation). The approach used to implement these principles is *community conservation* - involving the communities living in and around protected areas in environmental issues and assuring this participatory approach is a part of institutional structures and included in policy. Community conservation, therefore, pays attention to the *human dimension* of conservation including *gender* and other social variables such as age,

income and ethnicity. This framework placed gender as a natural part of the work of conservationists and led to an approach that:

- Encouraged environmental decision-making, leadership, and participation of both men and women within the civil society, so that they can better serve as advocates for environmental issues of concern to them, their families and their communities.

- Developed strategies for conservation and resource management based on democratic principles, participatory techniques and an understanding of how gender shapes the access to, the participation in, and the agenda of, collective activities affecting the environment.

- Addressed economic, social, institutional and legal constraints to women's effective management of natural resources.

As a part of this overall approach, gender analysis served as a useful conservation tool as it:

- Assisted in breaking down stereotypes about women and their relationship to natural resources;

- Uncovered roles of women in natural resource management that might have been overlooked;

- Helped assure the representation of diversity in environmental education materials;

- Described communities and the institutions that support them from a gender perspective to uncover obstacles to women's participation; and

- Allowed for the analysis of environmental policy with a gender lens.

Although the Environment Specialist had extensive experience in sustainable natural resource management and conservation of bio-diversity, her work on the LAC Bureau's Parks in Peril (PIP) evaluation led to a focus on community conservation. This technical content focus provided a coherent conceptual framework as described above.

The WIDTECH environment activities originally focused on the Latin America and Caribbean Region. This was a result of the WIDTECH Environment Specialist's experience in that particular region. However, over time, WIDTECH's environment activities expanded to other regions as well. By the end of the core contract, WIDTECH's environment activities included work with the Latin America and Caribbean (LAC) Bureau, the Parks in Peril (PIP), and with Missions in Asia (e.g., Nepal and the Philippines), Africa (e.g., Malawi, Uganda, Tanzania, Kenya and Ethiopia) and Latin America (e.g., Guatemala, El Salvador and Peru). WIDTECH's Environment Specialist worked closely with USAID partners, particularly conservation organizations (e.g., The Nature Conservancy and Conservation International) and development groups that focus on the environment, (e.g., Population Action International and Save the Children). The Environment Specialist also collaborated with a coalition of

non-governmental organizations in Latin America, MERGE, (Managing Ecosystems with a Gender Emphasis,) and an alliance of organizations interested in gender (The Nature Conservancy, World Wildlife Fund, and the World Conservation Union/IUCN). This collaboration has brought together local, national and international non-governmental organizations (NGOs) around the issue of community conservation, protected area management and gender.

Achievements

WIDTECH worked with USAID staff and partners on activities related to policy analysis, capacity building, coalition building, research and review (Annex 7). This included strengthening the ability of environmental staff in USAID and partner organizations to integrate gender into environmental activities through policy analysis, building technical capacity and coalitions, and strengthening gender analysis capabilities for program development and implementation.

Policy Analysis: Creating Access and Opportunities for Multiple Stakeholders

WIDTECH helped USAID partners and Missions to identify the barriers and opportunities related to access to environmental decision-making by analyzing and developing laws, regulations and rules that are appropriate for particular social, economic and political contexts.

- Technical assistance to USAID/Guatemala to provide recommendations for legislation on gender and land titling programs at three levels: for rural women in securing access to legal rights; for NGOs managing land titling programs; for government agencies in formulating policy and laws regulating land tenure.

- Provided analysis of the international agreements undertaken by the Ministry of the Environment and Natural Resources of the Government of El Salvador. The analysis is to determine the commitments related to gender and the environment that will results in a plan of action for the Ministry in the spring of 2002.

WIDTECH also assisted USAID partners by recommending policy processes to conservation organizations that would include inputs from those least often represented in environmental decision- making, i.e., women, the poor, rural residents and indigenous groups). Examples of this include:

- Provided technical assistance to the international program of the Nature Conservancy, a USAID partner, in the development of a policy paper on gender and conservation for the organization. This paper was presented at the Latin American Studies Association, has been distributed to other conservation organizations and was presented to and accepted by the President of The Nature Conservancy as a part of the reorganization of that institution.

- Provided leadership in the development of the Mission statement of the Washington D.C.- based organization The Community Conservation Coalition. This policy statement for the organization highlighted gender as a cross- cutting theme. The Coalition has a gender committee to assure its implementation.

Capacity Building: Creating Effective Stakeholders

WIDTECH has contributed to the capacity of individuals and groups to become more effective stakeholders in environmental decision-making and integrate gender into programs. This was done through technical assistance and training to encourage women and men at the grassroots to be engaged in environmental decision-making through such activities as environmental enterprise development and leadership. For example, WIDTECH:

- Initiated a strategy to share the lessons learned in Latin America on community conservation, protected areas and gender with environmental institutions in parts of Africa. The first step was to sponsor a WIDTECH small grants program with AWLAE (African Women's Leadership in Agriculture and the Environment) and IUCN (The World Conservation Union). The grants began to document the experience with conservation and gender in Uganda, Kenya and Tanzania. The results of the grants will be a part of the World Congress of Protected Areas to be held in Durban in 2002.

- Supported a WIDTECH small grants program to reach grassroots women in the Amazon who are working with economic activities associated with conservation in and around protected areas. The grants contributed to the skills of these women in leadership, communication, management and enterprise development.

- Sponsored a workshop in the Jau National Park in the Amazon of Brazil to train grassroots NGO workers on gender issues related to conservation. A similar training was held in Uganda for local government personnel and in the Peten region of Guatemala with male technicians so the technicians could develop ways of working with women on conservation activities.

WIDTECH also assisted international experts to understand the practical implications of gender and social aspects of environmental issues. Examples of this are:

- The development of training materials and interactive exercises and conducting the environment sector sessions at G/WID's global Gender and Results Workshop. The participants were USAID WID Officers and SO team members from USAID Missions around the world.

- Sponsorship of nine seminars by the Community Conservation Coalition on gender and environmental issues for environmental experts in Washington, D.C. and others including, "Visualizing Conservation with a Gender Twist," "Debriefing USAID: Women of the Amazon Forest," "Gender and the Work of Communities in Protecting the

Environment," "From Fertility Control to Reproductive Health: The Implications for the Environment."

Coalition Building: Creating Effective Constituencies

WIDTECH also facilitated and strengthened alliances with groups engaged in sustainable resource management and conservation to influence environmental decision-making with a gender perspective. Examples of this are:

- The Washington, D.C.-based Community Conservation Coalition whose members represent a variety of environmental organizations including Conservation International, The Nature Conservancy, World Wildlife Fund: There is a strong gender committee and gender is a part of the Coalition mission. WIDTECH also secured funding for assistance to assure the life of the Coalition beyond WIDTECH.

- A forum on "Conserving Biodiversity from the Andes to the Amazon: A Forum on Community Conservation with a Gender Perspective" that was implemented in collaboration with MERGE a coalition of NGOs in Latin America, and funded by the MacArthur Foundation and WIDTECH. The Forum had four preparatory meetings in Brazil, Ecuador, Peru and Washington, D.C. and a final meeting in Ecuador. The result was to gather lessons learned and to plan for the future of MERGE.

- Formation of an alliance with the World Wildlife Fund, The Nature Conservancy and the World Conservation Union (IUCN) to leverage the work of these organizations on gender to a wider audience. The alliance held a series of events including a workshop on gender and conservation for decision makers and donors and a strategic planning meeting to plan for the future of the alliance.

WIDTECH also created opportunities to bring together social science and gender experts and groups with environmental stakeholders and partners in the interest of strengthening program planning and implementation.

- Provided assistance with strategic planning to the Community Conservation Program of the Nature Conservancy: A major part of this assistance was to bring the social sciences (including gender) to bear on an organization that historically emerged from the biological sciences. One part of this assistance was to document how major conservation organizations, such as the Nature Conservancy, World Wildlife Fund and Conservation International, were integrating the social sciences into their biological assessments.

- Encouraged USAID Missions (e.g. Guatemala) and their partners to work closely with in-country organizations that have capacities in gender, use of participatory methods, and work on issues of concern to women. Such organizations can serve as a resource for Missions in designing and implementing activities to support their strategic objectives dealing with conservation and the sustainable use of natural resources, and for achieving results.

Research and Review: Strengthening Gender Analysis Capabilities within USAID

WIDTECH's research and technical assistance in the environment sector filled informational gaps and built gender analysis capacity for improving USAID program development, implementation, monitoring and evaluation. Examples include:

- Produced a gender analysis of a national survey in Peru for USAID on the knowledge of men and women about the environment. The analysis was published in both English and Spanish and widely distributed in Peru.

- Synthesized the gender aspects of the evaluation of the multi-site USAID/LAC Bureau Parks in Peril Program. This document, "Working with Community-Based Conservation with a Gender Focus: A Guide," was published in Spanish, Portuguese and English through the University of Florida case studies series on gender and conservation.

- Developed the scope of work for six research projects in support of USAID and their partners: "Women and the Legalization of Land in the Peten, Guatemala;" "The Impact of Migration and Gender on the Biodiversity of the Galapagos," "Community Conservation with a Gender Perspective in Vilcabamba, Peru," "Mapping Social Issues: Skewed Male/Female Ratios Around Protected Areas in the Dominican Republic," "Community Conservation and Gender at Four Sites in Ecuador," "Non-Timber Forest Products and Gender in Nicaragua: A Commodity Chain Analysis."

WIDTECH also contributed to integrating gender into USAID's institutional programmatic efforts by reviewing strategic objectives and frameworks, resource requests and results reporting (R-4's) and offering other types of USAID strategic planning.

- In Nepal, WIDTECH conducted a gender assessment in the development of the Mission's new environment strategic objective focused on hydropower and provided training for Peace Corps Nepal on integrating gender into environmental education.

- WIDTECH provided environment and gender expertise via technical assistance support to Missions in Angola, Malawi, Morocco, the Philippines, South Africa and Uganda.

- Reviewed a variety of project documents for USAID missions and their partners which resulted in reports such as " Including Gender in the Work of USAID/Mexico," the information bulletin "Working with Women in Latin America and the Caribbean: An Inventory of WIDTECH and USAID Mission Activities" and "Assessing the Integration of Gender into the Strategies of USAID/Guatemala and the Central American Program."

- Provided technical assistance to USAID/El Salvador and to the USAID/Central America program to suggest ways to assure their environment documents met the USAID/ADS Guidelines on gender.

▪ Provided on-going assistance to USAID/Guatemala on their bilateral biodiversity program including design, implementation, monitoring and evaluation of all program activities.

Impact. Much of the impact of the WIDTECH environment sector can be attributed to its use of the conceptual framework focused on community conservation, which placed gender in a position of supporting and contributing to the realization of sector-specific goals. With WIDTECH as an influential voice in advocating this framework, it was used by the Community Conservation Coalition's Gender Committee, accepted in the design and implementation of USAID projects at the Mission level and embedded in the Nature Conservancy's position paper on gender. Overall, this sector approach allowed WIDTECH to have a greater impact than if it were to have begun with gender alone. WIDTECH's impacts in the environment sector are grouped into two halves—at the global level and at the country level.

Impact at the Global Level

The WIDTECH environment sector impacted on USAID and its partners at the global level by building on the opportunities for collaboration among those interested in conservation.

For example, as a result of WIDTECH's participation in the Parks in Peril evaluation in 1998, the Environment Group of the LAC Bureau requested WIDTECH assistance in implementing some of the evaluation's recommendations on gender. The assistance included working with The Nature Conservancy (TNC), a USAID partner, to develop a strategic plan for the Conservancy's Community Conservation Program. Based on the planning process, a Conservancy position paper on gender emerged.

The collaboration with the LAC Bureau and TNC also led to a series of case studies of best practices and lessons learned on conservation with a gender perspective. The case studies were developed in collaboration with Virginia Tech, FLACSO, WIDTECH, CARE, TNC, and Population-Environment Fellows. The studies documented gender issues related to non-timber forest products (Nicaragua); migration and ecotourism (Galapagos); skewed male-to-female ratios around protected areas (Dominican Republic); gender and land tenure (Guatemala); and five photojournalist essays on the women and men who live around protected areas (Ecuador and Peru).

The collaboration with the LAC Bureau and TNC also led to the formation of alliances around issues of gender and the environment. A first alliance, founded in 1999 by WIDTECH and TNC, is the Community Conservation Coalition (CCC). Other members include some of the largest conservation organizations including TNC, World Wild Life Fund, and Conservation International that allows for dissemination of the gender and conservation message globally.
The LAC Bureau also requested WIDTECH assistance to provide administrative support for the Coalition; therefore, the WIDTECH Environment Specialist has facilitated the Coalition. During her tenure, membership increased, a gender sub-committee was formed, gender was

incorporated in the mission statement of the Coalition, and a seminar series and monthly "Conversations" were held.

A second alliance involves MERGE (Managing Ecosystems and Resources with a Gender Emphasis), a group of environment NGOs in Latin America. The alliance of WIDTECH and MERGE led to a series of events. In 1997, a workshop with USAID in Washington, D.C. was held on Communities, Institutions and Policies. In 1999, a meeting in Jau National Park in Brazil on involving NGOs in gender and environment issues was organized. In 2000, a MERGE and WIDTECH meeting was held in Miami to plan future steps for the alliance, and the WIDTECH Parks in Peril Guide on gender was published by MERGE at the University of Florida. Also between 2000 and 2001, four meetings were held in Peru, Brazil, Ecuador, USA in preparation for an international Forum on gender and conservation; the "Conserving Biodiversity from the Andes to the Amazon" Forum was held with funding from the MacArthur Foundation, and WIDTECH provided support for MERGE consultants in Ecuador to implement Forum recommendations. Finally, a meeting was held in late 2001 in Washington D.C. to plan for a MERGE book with WIDTECH input.

A third alliance consisting of the World Wildlife Fund, TNC, The World Conservation Union (IUCN) and WIDTECH led to a series of events including a November 2001 workshop sharing lessons learned on gender and conservation, a donor's panel and strategic planning for the alliance.

Impact at the Mission Level

Continuity of WIDTECH assistance also has produced an impact at the Mission level. For example, the environment sector has worked in Central America with USAID El Salvador and USAID/Guatemala. The chronology of WIDTECH working in Guatemala shows the impact of working with a Mission over time:

- In 1997, the WIDTECH environment sector conducted a gender assessment for USAID/Guatemala which included environmental issues;

- In 1998, the environment sector worked with the Mission on the Parks in Peril evaluation looking at conservation and gender issues;

- In 1999, the environment sector produced a study "Recommendations on Community Conservation and Gender for USAID/Guatemala;"

- In 2000, the sector provided training on gender issues in the Maya Biosphere in the Peten; and

- In 2001, the Mission's environment strategic objective fully integrated gender issues.

Consistent follow-up over four years in Guatemala culminated in the 2001 request by the Mission for long-term WIDTECH technical assistance to the Mission's new program on

"Improved Natural Resources Management and Biodiversity Conservation." The goal of USAID/Guatemala Strategic Objective 5 (SO5) is to improve natural resource management and the conservation of biodiversity. A central strategy for achieving this goal is to work with communities living in and around protected areas and to promote the participation of civil society. The strategy, through the work of WIDTECH, assures the full integration of gender and issues of concern to women beginning with the design of the project and including implementation, monitoring and evaluation within four areas: economic activities; sustainable use of natural resources; policy, laws and regulations analysis; communication and advocacy, strengthening of local non-governmental organizations.

Each partner working with SO5 is responsible for the implementation of the components of the scope of work. WIDTECH will provide coordination and support to the partners. This strategy assures that the partners "own" the gender dimension of their work.

Lessons Learned

The lessons learned through the WIDTECH environment sector work fall into three general categories—those that relate to the technical approach or conceptual framework, those that are related to capacity building, and those that related to building coalitions to broaden visibility and impact.

Defining a New Conceptual Framework

- Start with sector (i.e. sustainable natural resource management and biodiversity conservation) and geographic (i.e. Central America or Africa) goals and understand where and when gender leads to the accomplishment of these goals.

- Consider environmental issues with a gender perspective within the context of democratic and human rights movements, strengthened civil society and globalization.

- Revise and adapt the historically biological tools and concepts used in conservation organizations to include attention to socioeconomic and cultural variables.

- Take into consideration that resource use, living conditions, history and needs of women and men differ depending on the cultural, economic, political, ideological and environmental context. Women are not a homogeneous group.

- Monitor and evaluate programs to understand how much of the budgets will benefit women and how much men.

Strengthening Capacities of USAID and its Partners

- Concentrate on institutionalizing gender within USAID and its partner organizations, capitalizing on the new USAID/ADS Guidelines. The WIDTECH environment sector has had requests for such assistance from NGOs (The Nature Conservancy), USAID Missions (Guatemala, El Salvador), Contractors (IRG; DAI) and interest from the Summit Foundation.

- Build capabilities of personnel in key positions within institutions to be advocates for a gender dimension in conservation.

- Provide professional development opportunities for women who are potential leaders in conservation at the grassroots level and within the professions.

- Operationalize the institutional commitment to gender (adopt a gender policy, write gender guidelines for sectoral units, allocate funds and resources to the gender focus).

- Remember that at all times and in all places attention to gender within the environment sector must take place at a field level, within the implementing agencies and at a policy level.

- Give priority to dissemination of the results and lessons learned on gender and environment through seminars, workshops and publications.

Building Coalitions to Broaden Impact and Visibility

- Foster political will for community conservation programs with a gender perspective through external pressures (donor policies and guidelines) and internal pressures (gender position papers within an organization)

- Help coordinate coalitions, constituencies and networks of partners nationally and internationally who are advocating environmental issues with a gender perspective.

- Use project resources (technical assistance, training, small grants) and the support of USAID Bureau (e.g. LAC) and Mission staff (e.g. Guatemala) to leverage other resources (i.e. NGOs or foundations) and stimulate initiatives on gender and the environment.

- Form alliances with conservation organizations to extend the impact of project-specific work with the environment. These alliances should be based on working relationships of mutual benefit among USAID Bureaus and Missions and their partners.

Recommendations

The following recommendations are based on the lessons learned through WIDTECH but also an awareness of the emerging opportunities or promising areas of research and technical assistance to expand gender integration in USAID's environment activities:

1. Assess the current USAID Administration's agriculture objectives and link environmental issues with a gender perspective to them. Develop a G/WID strategic objective for agriculture and the environment based on this assessment.

2. Develop in-country and regional databases of women's organizations and individuals working with gender and the environment for WIDTECH short-term technical assistance and increasingly utilize local consultants.

3. Ensure that G/WID staff and their cooperating agencies working in the environment have strong backgrounds in the biological and ecological sciences as well as in the social sciences and gender.

4. Support research on environmental equity issues, e.g. land tenure, land titling and gender, resettlement from protected areas, commodity chains and gender for marketing and trade of non-timber forest products, and on environmental efficiency issues, e.g. how women and men use natural resources and the impact of migration, population growth and other population issues on resources.

5. Provide funds for a social science advisor with a gender and environment background to be a part of the USAID Environment Center or the regional Bureaus that have strong environment programs (e.g. LAC).

6. Establish a group of collaborators from multilateral, bilateral organizations, non-governmental and governmental organizations and foundations interested in environment and gender and work with them on mutually beneficial goals.

TRAINING

Context and Strategy

Subsequent to USAID's adoption of a results-oriented focus for planning, implementing and evaluating its foreign assistance, considerable time and energy has gone into designing indicators for strategic objectives (SOs) and intermediate results (IRs) of various levels that appropriately capture the achievement of the designated objectives. In 1997, annual comprehensive reviews of Missions' work and needs assessments for training dominated the landscape of assistance requests.

The Special Strategic Support Objective 4 (SSO4) of the Office of Women in Development (G/WID) calls for "Greater reflection of gender considerations in the Agency's work." Training is mentioned explicitly under Intermediate Result 4.1: "Improved Agency policies and organizational capacity to address critical gender issues." One indicator for that IR is the number of technical training activities incorporating gender. Training is also implicit in IR 4.2, "Improved incorporation of gender considerations in the design and implementation of Washington-based programs", and IR 4.3, "Improved incorporation of gender considerations in the design and implementation of field programs."

Technical training was a specific component of the WIDTECH project, i.e. "to provide gender training across sectors to USAID/W and USAID Mission staffs, host-country counterparts and USAID contractor staff." At the beginning of WIDTECH, in September 1996, G/WID emphasized that WIDTECH's training should be demand-driven while being sector-specific in focus and emphasizing how addressing gender issues contributes to results. In addition to training, the WIDTECH project also offered the opportunity for Missions or others to use its services for the facilitation of program planning in which gender would be integrated. To meet the demand for training, WIDTECH core staff included a Gender Training Specialist. The Environment, and Democracy and Governance Technical Specialists also had extensive training experience.

In early 1997, the USAID Assistant Administrator for the Global Bureau informed all USAID/W Centers and Bureaus that funds would be made available to them to support integrating gender into their own training. The AA also asked G/WID "to work with each Center to ensure that the training includes adequate consideration of gender issues." This led WIDTECH to develop initiatives with Centers for Human Capacity Development (HCD), Democracy and Governance (D&G), and Environment (ENV). Work with Population, Health, and Nutrition Center (PHN) began in 1999, and with the Economic Growth and Agricultural Development (EGAD) Center in 2000.

Up to 1998, Mission demand for WIDTECH gender training was weak. This was due to several factors: (a) Missions' feedback to G/WID and WIDTECH that many of their gender focal points had been trained by earlier projects, (b) lack of incentives from USAID/W and Mission senior management to access WIDTECH services, and (c) heavy workloads of Mission personnel that limited their availability for training. At this point, the results framework in the Agency did not explicitly call for gender analysis or attention to women's issues in order to achieve results.

Beginning in 1999, revisions were made to the Automated Directives Systems (ADS) series 200 and 300 leading to the August 2000 issuance of the ADS 200 and 300 series in which the use of inclusion of gender analysis was made mandatory for strategic planning, performance monitoring and evaluation systems, design of activities issuing after the approval of the Strategic Plan, and for technical evaluation for statements of work and in Requests For Proposals (RFPs) and Requests for Assistance (RFAs). According to the ADS 200 series, gender analysis should address two aspects—how gender relations affect the achievement of sustainable results; and how proposed results affect the relative status of women. These

mandates provided strong incentives to USAID offices to increase their understanding of gender and gender analysis.

WIDTECH Training Approach

WIDTECH training framed gender in the context of particular technical sectors. WIDTECH also approached gender from both an equity and effectiveness (or efficiency) perspective. This means that WIDTECH's gender training led participants to understand that, not only is it important to realize that they should use gender approaches and methodologies because it is the right thing to do but also because it will improve program planning and effectiveness.

Moreover, WIDTECH operated on the belief that using gender analysis is not about following a prescriptive set of rules. Rather, training participants must become sufficiently comfortable with the vocabulary, concepts, processes and tools for gender analysis and interpretation of data, so they can apply those concepts and tools in ways that are appropriate to a particular setting and institution. Thus, WIDTECH's training approach was grounded on the following principles:

- Both equity and effectiveness are important, and it is important to know the difference between them and choose how to use them depending on the situation.

- Gender analysis is an essential skill for understanding the social and human dimensions of any planned intervention.

- Women's voices, opportunities, constraints, knowledge, and preferences must be heard in planning as well as the implementation of activities that affect them, their families and their communities.

- Training should be context specific, i.e. to the particular sector, country, and organizational requirements where the skills would be used.

- Participatory approaches and methodologies are essential for planning and advocacy but are not, by definition, gender sensitive.

- Training should be organized to maximize the opportunities for learning; this is critical when dealing with adult learners who have professional demands on their time and opportunities to use what they have learned.

WIDTECH also viewed training not only as a stand-alone service but also as part of a package of integrated services. Thus, gender training occurred in the process of providing short-term technical assistance and as part of a series of activities at a single Mission. Many of the consultants and WIDTECH team members either were explicitly asked to conduct gender training sessions during their in-country assignment (e.g., in Madagascar) or suggested to the Missions that they do so (e.g., in Angola and Mali). Under the WIDTECH STTA DO, some Missions explicitly requested two-phase processes including gender

assessments and gender training, e.g., Morocco, Mali, Rwanda, and the Regional Center for Southern Africa (RCSA).

WIDTECH also provided strategic planning and facilitation assistance to a number of Missions—Kenya, Ecuador, and Rwanda—and to Washington-based entities such as the President's Interagency Council on Women in January 1999, PROWID D&G seminar in March 1999, and the World Bank/USAID/Winrock Gender and Energy workshop in November 2000.

Achievements

The WIDTECH training achievements fall into the following categories: (a) gender training for multiple sector (and other) specialists; (b) gender training with for single sector specialists; and (c) training of trainers.

Gender Trainings with Specialists from Multiple Sectors

WIDTECH conducted a number of trainings in which the participants include technical specialists from a number of different sectors (e.g., health, food security, environment), and in a few cases, even included management and contracts staff (e.g., USAID/Ethiopia). These trainings were organized both at the central (Washington) and field levels.

Global Trainings. WIDTECH held two four-day Washington-based gender training workshops for Mission personnel. For these trainings, Missions paid travel and per diem for the officers they sent while WIDTECH provided the resources for the workshop itself. The first workshop called the WID Officers' Workshop (WOW) in June 1998 was principally for Women in Development (WID) Officers. Most Missions have a WID officer, often a Foreign Service National (FSN), with responsibility for addressing "gender issues". An analysis of data from the 19 WOW participants showed that 14 were WID Officers, three were charged to work on gender issues and two were monitoring and evaluation specialists. Only two were full time WID Officers; most handled their responsibilities with five to 50 percent of their time. Thirteen were Foreign Service Nationals (FSN). Fifteen had had no previous WID training. The second workshop called the Gender and Results Workshop (G&R) in October 1999 took a more sector-specific focus by inviting SO teams from Missions. There was no attempt to limit the participation from SO teams to any one sector. Participants included ten WID Officers and 20 SO team members from 16 countries. Six countries sent two or three representatives each. One WOW participant also attended the G&R.

Following a participants' needs assessment, each of these workshops included the following elements: (1) understanding gender concepts and gender analysis; (2) focusing on integrating gender into specific technical sectors; (3) sharing experiences of successes and challenges in integrating gender; (4) learning facilitation and presentation skills to enable USAID staff to present their ideas on gender more effectively; and (5) meeting in regional groups to discuss region specific priorities. For the WOW, the workshop was developed by WIDTECH and

included technical specialists from WIDSTRAT (formerly known as WIDSR), G/WID's other technical assistance contract. The G&R workshop built upon the experience of the WOW. Technical sector-specific all day sessions were developed for democracy and governance, economic growth, environment and population, health and nutrition. Except for EGAD, the Global Centers collaborated in the development of training materials and in their delivery. Two technical specialists from each sector worked with expert trainers from the Training Resources Group (TRG) to develop and lead the daylong participatory sessions. The final report of the G&R workshop included summaries of the strategies used by Mission participants to encourage attention to gender on the part of their colleagues.

The two workshops contributed directly to SSO4, IR 4.3, "Improved incorporation of gender considerations in the design and implementation of field programs." The WOW participants made recommendations to G/WID and USAID based on their experience as Mission-level WID Officers, their training experience and meetings with colleagues. First, they recommended that the USAID Administrator should send a cable to all Missions describing the workshop and reiterating senior management's strong interest in addressing gender issues. A background for a cable was provided to G/WID, but the cable was never sent. Second, they recommended a presentation on gender integration should be included in the Mission Directors' Conference. Unfortunately, there was no room on the agenda, so their second recommendation was not operationalized either.

The G&R-generated training materials were later used by the PHN Interagency Gender Working Group, by the Democracy Center for a series of training workshops, by the Environment Center, and by Management Systems International (MSI) for training IWID fellows.

From both trainings, 48 Mission staff from 30 countries were trained in skills to enhance their understanding and use of gender analysis in their particular sector areas and to improve their skills in convincing their colleagues of the relevance of gender "for achieving program results." For over half the Missions represented, training was linked with requests for technical assistance. In six countries, training preceded requests for WIDTECH technical assistance; in nine, technical assistance preceded training; and in two, the training and technical assistance were almost simultaneous. The Guatemala Environment Officer who attended the WOW developed a partnership with the WIDTECH Environment Specialist that led to a series of activities including small grants, technical assistance, and training, which considerably strengthened gender and environment expertise in Guatemala ultimately leading to a fully gender integrated SO on environment.

Subsequent to the G&R attended by three SO team members from USAID/Morocco, the Mission signed a Task Order with WIDTECH to provide training for their government and NGO partners. USAID/Indonesia also had three staff at the G&R and requested training (see next section). Participants in both workshops joined on an informal listserv led by the D&G specialist and frequently sent back messages of appreciation for the information they were able to access through the listserv.

In-country Trainings. In the past, many gender training workshops took place at the Mission or country level. During the solicitation of interest for the WOW training, many of the Missions responded that they already had sufficient training in gender. However, the issuance of the revised ADS series in 1999 and 2000 stimulated demand for training requests. While some of these requests were rolled into requests for short-term technical assistance, e.g., in Rwanda and the Regional Center for Southern Africa (RCSA), there were requests that were specifically for gender training, including Ethiopia, Morocco, and Indonesia.

In May 2000, WIDTECH conducted a training workshop for USAID/Ethiopia and partners. This workshop aimed to improve staff skills in using gender approaches and methodologies to enhance the impact of USAID activities on food security, the Mission's overall goal. Through a Task Order issued under the Requirements Contract, WIDTECH is providing a two-stage gender and results training in French and Arabic to the government and NGO partners of USAID/Morocco. By having two workshops for the same participants and assignments focused in their job or sector between the workshops, it is expected that the participants are more likely to internalize their understanding and use of gender approaches and methodologies to their work[19].

The challenge of this type of training is that there are a number of sectors represented as well as a diverse set of partners, with varying levels of competence in gender and a range of expectations. For example, the needs assessment done in advance of the USAID/Ethiopia training revealed that while both Mission staff and partners were interested in learning more about gender, there were substantial differences in their priorities. In response to the question: 'what skill area would you like to strengthen in the workshop", partners ranked highest "how to integrate gender into a technical area" while Mission staff ranked highest "how to include gender in RFAs and RFPs". Two to four days of training are not sufficient to meet these multiple needs, but can help clarify individual objectives and provide participants with information as to locally available resources that can be accessed to continue their investment in learning about gender and how to use it.

A Mission training for diverse groups means that there is less specific attention to each sector and little likelihood that participants have moved beyond a basic understanding of gender concepts to actual applications to their work. The level of the commitment of senior administrators also influences the effect of a Mission training. In the case of Ethiopia, the Mission did contribute to the costs of the training; on the other hand, they scheduled the training at a time when their newly appointed WID Officer was sent to Washington DC for an education workshop. The two-phase Morocco training is more likely to lead to sustainable changes in knowledge and practice.

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[19] This training is the third of three interventions WIDTECH has had in Morocco, the first two linked more at conducting gender assessments of the Mission's strategy and programs. The training participants represent institutions and sectors that correspond to the Mission's SO framework.

Gender Training for Single Sector Participants

WIDTECH organized or contributed to gender trainings that focused on only one sector. These occurred both at the central and country levels.

Agency-level trainings. Pursuant to the Assistant Administrator's provision of training funds to the Global Bureaus, the Human Capacity Development (HCD) and the D&G Centers invited WIDTECH technical specialists to participate in planning their sector-specific staff trainings. WIDTECH worked with the Centers to integrate gender concepts and gender analysis into their staff training in a number of ways. With HCD, WIDTECH's Education Specialist participated in the planning of a large Washington-based conference for HCD/W and Mission staff as well as contractors. She brought in a keynote speaker, arranged daily gender panels, and provided guidance to all speakers on how to address gender issues in their presentations. For Democracy Center, the WIDTECH D&G specialist was fully involved in the preparation of their regional and Washington-based workshops extending over four years, and actively participated in most of them. A stock taking of the gender input into D&G gender training is discussed below.

After consultation with the Environment Center, WIDTECH organized a workshop that explored the lessons learned from two long-term projects[20] that had explored how to best to integrate gender analysis and the participation of women in conservation and environment efforts. PHN Center organized its own Interagency Gender Working Group (IGWG), made up of staff from USAID and cooperating agencies. Two from the PHN group worked with WIDTECH and TRG to develop materials and exercises for the G&R workshop that they later used in their own workshops. The EGAD Center held its first staff training in many years in 2000. With the prompting of G/WID, EGAD asked WIDTECH to contribute gender related data for the four country types being used to illustrate levels of economic development. After the first training, WIDTECH reviewed the cases and found that little of the data was incorporated. For the second training the cases were improved and a WIDTECH consultant participated actively in the training, including a session on gender concepts.

WIDTECH also contributed to the development of training for New Entry Professionals (NEP) and the articulation of two gender criteria for successful participation in the course. WIDTECH's G&R materials and a presentation were provided to the contractor for the International Women in Development (IWID) Fellows Orientation.

Country-level Trainings. There are three sector-specific trainings at the regional or country levels. First, there was a series of gender and environment training workshops and related activities in the LAC region—Brazil, Mexico, Guatemala, and Ecuador—often in association with technical assistance. The second case was a two-phase gender and environment training in Uganda that was undertaken in collaboration with the Mission and Uganda's National Environment Management Authority. Both illustrate the payoffs of a focused and continuing set of activities in a specific locale. A third example of sector-

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[20] Clark University's ECOGEN project with partners in Kenya, Nepal, and the Dominican Republic and the MERGE (Managing Ecosystem Resources with a Gender Emphasis) project, collaboration between the University of Florida and partners in Brazil, Ecuador, and Peru.

specific training at the national level is the provision of a consultant to the Peace Corps Mission in Nepal for including gender in their environment workshop for Peace Corps and their partners.

In the case of LAC Environment activities, the first workshop, "Working with Diverse communities: A Workshop on Gender and Environment" was held in Brazil in 1997. This was followed by a WIDTECH small grant to a Brazilian NGO to work with the USAID Mission to develop a strategy for working on gender and environment in the region. A second training workshop was held in 1999.[21]

In the second case, in 1997, WIDTECH, G/WID and the Africa Bureau conducted a needs assessment among Missions in Southern and Eastern Africa as to their interest in a gender and environment training. USAID/Uganda responded positively. A WIDTECH consultant implemented a needs assessment and developed a training plan and key contacts. During the planning phase, a Planning Committee consisting of the trainers from the Makerere Department of Women's studies and WIDTECH, and representatives of USAID/Uganda, the National Environmental Management Authority, and the Grants Management Unit (a USAID financed small grants program) planned the first workshop. In keeping with Uganda's move to decentralization, the Planning Committee invited key individuals from nine districts.[22] The workshop, in April 1998, focused on adapting a widely used Environment Impact Assessment Planning Framework (EIAPF) for Uganda and gender analysis as well as one day of advocacy training.[23] The workshop was a success for the participants and for focusing national attention to the issue through the newspaper and television. After the workshop, the Uganda members of the Planning Committee were deluged with requests for technical assistance and training.

To follow up on this demand, the Planning Committee continued to meet and successfully applied, through the Makerere University's Department of Women's Studies, for a WIDTECH small grant. The grant covered an assessment of what had happened in the districts as a result of the training and the participants' need for additional training and for a second workshop. The assessment found that participants from all nine districts represented at the first training had included a substantial section on gender in their District Environment Action Plans and District Environment Management Plans. In addition, they stated they had included some attention to gender in their work with community groups. The second workshop, in August 2000, included half of the original participants as well as new ones.[24]

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[21] These workshops were also complemented by a series of other activities including the evaluation of the Parks in Peril Program, development of *Working with Community Conservation with a Gender Focus: A Guide*, a series of small grants for studies of particular gender and environment problems, such as a sex-disaggregated study of land tenure in the Peten. These activities created a critical mass of knowledge and experience that build capacity on gender and environment in the region and in a number of institutions.

[22] District Environment Officers, Community Development or Gender Officers, and representatives of environment NGOs.

[23] In advance of the workshop a four-page paper focusing on gender and environment (stories, statements by politicians and other leaders) was published by the East Africa Wild Life Society of Uganda and inserted into the nationally sold New Vision newspaper.

[24] The new participants had a preliminary exposure to gender issues in a Makerere summer course financed by districts and out of pocket.

The focus of the second training was on reviewing the EIAPF and gender analysis and focusing on monitoring and evaluation. With the remains of the small grant, the Planning Committee is publishing a guidebook for other districts and NGOs. The Planning Committee is now officially registered as an NGO and is seeking funds to continue their work.

Skills Building for Trainers

The final type of training that WIDTECH supported was to build capacity of technical specialists who responded to incoming technical assistance requests. As noted earlier, a number of technical assistance requests included a training component, sometimes initiated once the consultants were in country or Missions requested technical facilitation for a gender awareness-raising session. This created the need for WIDTECH to provide a "training of trainers" (TOT).

Twelve technical specialists who led the WOW or G&R gender training sessions participated in such a TOT. Before the WOW, TRG led a half-day session on facilitation techniques for all who participated as presenters or facilitators for the WOW. In the case of the Gender and Results training, more sector-specific skills and materials were needed; therefore, TRG worked directly with the sector teams of trainers to develop the presentations and exercises used during the G&R. In early 2001, WIDTECH held two workshops for its own technical specialists:[25] a day to discuss WID and Gender concepts and a half-day training in using the ZOPP model to facilitate group discussions, planning, and reporting.[26]

Impact

It is difficult to evaluate the results of training. While WIDTECH scored high on all evaluations at the end of teach training workshop, it would be better to measure the *effects* of the training after participants have had a chance to put it in practice. With the exception of the Uganda Gender and Environment Training and the Morocco Gender training, this was not possible. Both of these efforts had a post workshop assessments and a second training as part of their program[27]. Analysis of those results for the Uganda workshop suggest that participants' understanding, and their facility with using their knowledge and methods learned increased over time.

One evaluation of training was undertaken: *Democracy and Governance Training, Stocktaking on Integration of Gender, February 1999*.[28] D&G Washington-based staff met for four hours to discuss the effectiveness of integrating gender into the D&G regional trainings. A number of strategies had been used to integrate gender: participation of the

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[25] This included the staff of GenderReach and the consultants for G/WID's SO1 and SO2.

[26] Familiarly known as ZOPP, the acronym is for Ziel Orientierte Projekt (Project Cycle Management), a technique for group planning widely used in Europe.

[27] The Morocco Gender training has evaluations between the first and second training and after the second training.

[28] Marcia Greenberg. 1999. Learning from Experience: Lessons from Integrating Gender into Democracy and Governance Training. Bethesda and Washington DC: DAI and ICRW.

WIDTECH D&G Specialist in planning the workshops, having her attend the workshops and raise questions, having a speaker on gender, including a gender session in the workshop, and preparing speakers to integrate gender into their subject matter. Three recommendations were made at the stocktaking discussion:

- **Maintain continuous and explicit efforts to address gender in training.**
    - There are always new people coming to do D&G work and frequent changes within the Democracy Center and within various Missions.
    - Even when people are aware of the need to address gender issues, many are uncertain how to address them.
    - Good integration requires time and resources and therefore needs strong commitment "from the top".

- **Tailor gender issues to the training focus.** The material should be related to the level of gender awareness, the nature of the D&G area being addressed, and previous level of experience and knowledge among the participants.

- **Weave gender issues into the curriculum rather than treat them as add-ons.** The group specifically favored preparing speakers or discussion leaders on gender in advance of the workshop.

The report goes on to state "(1) that there be a clear message from the top about the importance of integrating gender, (2) that USAID acknowledge and reward those whose work incorporates gender considerations; and (3) that people *believe* that paying attention to gender considerations will improve the effectiveness of their work."[29]

It is likely that WIDTECH contributed to the improved integration of gender considerations in the design and implementation of both Washington-based programs (IR4.2) and of field programs (IR 4.3). WIDTECH assistance to integrate gender into the Global Bureau Centers' own training workshops and the G&R training were opportunities to make liaisons with the Technical Centers of USAID and build credibility. Continuity was strongest with D&G and Environment Centers and with the LAC Environment officer.

The materials and skills developed for the Gender and Results workshop were used subsequently by the PHN Working Group, the D&G Center for a series of global meetings of D&G officers, by the ENV Center, and by MSI in training their cadre of International Women in Development (IWID) Fellows. The Parks in Peril training Guide developed by the Environment specialist have been used widely in the LAC region.

Certainly, the sector specialists who brought both technical and training expertise into long term working relationships with the Center or Bureau with which they worked made the most substantial effects in terms of reach and practice. Beyond the Gender and Results training and the stocktaking, WIDTECH's D&G specialist contributed to all the Washington-based training with D&G officers and with their partners. Likewise, the Environment Specialist

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[29] Op.cit. pp 7-8.

built on her extensive work on gender and environment through a continuing relationship with several LAC Missions and conservation organizations. As a result of that, the Environment Center staff sought her input for their global workshop in July 2001.

Lessons Learned

Technical, results-oriented gender training is more attractive to USAID staff and partners than is training that focuses only on gender equity. WID and Gender experts frequently discuss what approach to use in gender training: *the equity approach*, a focus on democracy, human rights, women's entitlement and empowerment, or *a focus on efficiency or effectiveness*, here meaning that projects are likely to be more successful if women as well as men are included in consultations, project planning and implementation.[30] It is WIDTECH's position that both are important and that emphasis that is given to one or the other in gender training (or in using gender analysis) is a strategic decision. However, given the Results Framework of the Agency, there was greater interest in using gender analysis and its findings to improve project and program planning to achieve results. This was particularly evident in the strong response from non-WID Officers to the Gender and Results workshop. While equity issues can and should be addressed, it is important to relate those arguments to the achievement of an SO.

Stand-alone training has limited impact. In a 3-5 day gender training, some participants will 'get it' and feel enough confidence in their position that they will advocate for the inclusion of gender analysis and women's voices where appropriate. Many participants will think they have had gender training, but will not have sufficient exposure to concepts and practice to fully integrate gender analysis into the way they think about their work and implement programs. To have a sustainable impact, gender training needs to be accompanied by:

▪ Strong policy direction from the top. The recent revision of the ADS directives is a critical indicator of the Agency's commitment to gender as an essential element to sustainable development. Strong leadership at the Mission level is needed as well, beginning with the Mission Director.

▪ Training tailored to Mission specific SOs and context is effective though expensive. The two-stage Morocco training, covering several sectors, costs over $150,000.

▪ Training reinforced by accountability of staff for using their new gender analysis skills. With the adoption of the revised ADS, accountability on gender is much greater than in the past, leading to increased requests from Missions for technical assistance and training.

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[30] This differs from Caroline Moser's definition of efficiency as a policy to ensure that development is more efficient and effective through harnessing women's economic contribution…assuming the elasticity of women's time and expecting them to fill in for declining social services. Candida March et al, 1999. A guide to Gender-Analysis Frameworks. Oxford: Oxfam GB,

- Training that is tagged to technical assistance, small grants or other programmatic supports will provide opportunities for training participants to put into practice what they have learned or access additional funds or assistance to make their training yield results.

Sector specialists as gender trainers. It is WIDTECH's experience that gender training is most effective when sector specialists who are also strong trainers lead the training. They are most credible in the eyes of their sector colleagues; and they know the sector well enough to see entry points for gender. Since training is more likely to yield results when it is framed within the needs of the participants, it is also important that the training be connected to the participants' work requirements, e.g., program planning, results measurement, or preparing and reviewing contracting documents. This practical application makes the training more relevant to the participants.

Recommendations

Integrate gender into all on-going, Agency-wide training. While this takes planning and coordination, there are only marginal differences in costs but have much higher payoffs. To do this, sector specialists with gender and training experience, and knowledge of USAID should be hired. For sector-based trainings, gender trainers with sector expertise must work with contractors developing and delivering the training and make sure that the contractors know that integrating gender considerations is part of the contract.

Provide training of trainers and facilitation skills to technical gender specialists. Increasingly, technical specialists providing technical assistance to a Mission have an opportunity or are asked to provide training to a SO team and/or lead or participate in a strategic planning session where facilitation and associated skills would be useful. Training Resources Group worked with technical specialists and helped them deliver participatory and focused training to participants in the two Washington-based workshops, skills that the technical specialists have carried over into their other work. Not all technical specialists will make good trainers or will want to have this kind of training, but for many it would be a welcome set of tools.

Reinforce the ADS requirements through training. The ADS seems to be stimulating much more interest in training and technical assistance with respect to gender. If its messages are reinforced from the top by the actual expectations on R4s, Country Strategic Plans and other critical documents, full integration of gender considerations may begin to occur.

Combine training with follow-up technical assistance or small grants initiatives to test application of gender skills and knowledge. Stand-alone training has limited impact on transferring skills for gender analysis. USAID and its partners who are committed to address gender issues in their programs should received other forms of support, e.g., technical assistance or small grants, to apply their skills and knowledge, enhancing sustainable change and institutional benefits.

SMALL GRANTS INITIATIVE

Context and Strategies

The WIDTECH small grants' initiative is one of a series of grants programs supported by G/WID, including the "Promoting Women in Development" program (PROWID), and the "Small Grants Supporting Women's NGOs in Program Implementation and Advocacy" (NGO Grants) program, a WIDTECH Task Order. The four-year PROWID Grants Program began in October 1995 and supported cutting-edge action research, pilot interventions and advocacy activities. PROWID grants focused on women's economic activities; women's participation in democratic processes and governance, especially women's legal rights; gender issues related to women's health, with an emphasis on reproductive health rights; and women's use and management of the environment and natural resources. These areas of focus were developed through discussions with G/WID and Missions, and were supported by a review of the literature. PROWID awarded 45 grants (an average of $75,000 per grant for two years) in 30 countries.

The NGO Grants Program started in September 2000. It was constructed around specific themes in each region it worked. Grants were awarded on "conservation-based economic opportunities for women" in the Amazon; "women's working conditions" in Central America, and "women's property and inheritance rights" in Africa and Asia. The total amount of grant funds available was $1,200,000; fifty small grants of up to $25,000 each were awarded in 15 countries.

The WIDTECH project started in September 1996, a year after PROWID began. WIDTECH's small grant initiative promoted the integration of women into the development process. WIDTECH provided small grants to NGOs or other organizations in developing countries to build capacity, analyze gender issues, implement pilot activities in order to improve the economic, legal, or social status of women, encourage new collaborations addressing women's needs, and disseminate findings. WIDTECH small grants were strategic investments in activities that promised a widespread and direct impact on WID policy and practice. The WIDTECH small grants' initiative had two primary objectives:

- To further the work of WIDTECH technical assistance or training; and
- To foster the broader objectives of WIDTECH by supporting independent gender activities.

The original budget for WIDTECH Small Grants Initiative was $1,025,000 and WIDTECH expected to award 41 grants over the four-year life of the contract. However, a USAID Contracts Office review of the initiative postponed the launch of the small grants program until the second year. Consequently, the budget was reduced during budget reallocations to $752,921.

In 1998, WIDTECH core staff in collaboration with G/WID developed a grants manual, outlining the process for awarding small grants and wrote an announcement about the

initiative to be circulated among USAID Missions. A small grants coordinator was hired to administer the initiative on a half-time basis. The general program announcement created a groundswell of interest and several hundred proposals were received, many of which did not address any of the issues G/WID was focused on. Two small grants were awarded at this time, neither of which was in response to the general program announcement. The small grants coordinator recognized that a more focused approach was necessary in order to ensure that proposals met the selection criteria.

Consequently, the small grants coordinator worked with the G/WID SSO1 (economic growth) and SSO3 (democracy and governance) teams to develop specific themes around which WIDTECH would design solicited grants competitions.[31] This second grant strategy focused resources on a specific thematic area in a defined region, thereby, promoting the possibility of having a critical mass of activities from which conclusions could be drawn. Competitions initially were proposed to award between four to six grants at a total funding level of $100,000, but the G/WID Office directed WIDTECH to award a total of $50,000 for 2 to 3 grants per competition. The limited size of the grants meant the activities were too small scale and insufficient in duration to make it unlikely that significant impact could be achieved in a specific sector or region. Although only three grants were awarded through these two competitions, the SSO competitions resulted in a large number of proposals from the field.

Following this SSO-focused competition, the G/WID Office revised the guidelines for awarding small grants and only entertained proposals that followed onto technical assistance (third strategy) provided under the WIDTECH core contract and STTA DO. Ten grants were awarded during this time, seven of which were follow-on to technical assistance. This strategy continued until the change in leadership at the G/WID office and a new WIDTECH Small Grants Coordinator began. At this point, a fourth strategy was proposed in the final WIDTECH work plan. Based on availability of resources during the extension period[32] and an analysis of grants awarded to date, WIDTECH proposed supporting grants within specific sectors and regions. The strategy was based on the completion of technical assistance in a specific region and structuring grants competitions around the recommendations given during the technical assistance. The G/WID Office approved two grants competitions and agreed to continue the earlier policy of awarding grants as follow-on to technical assistance. The two grant competitions were "Women and Cross-Border Trade in West Africa" and "Integrating Gender into Community Natural Resource Management Projects in Eastern Africa." In the last year of the WIDTECH grants initiative, eleven grants were awarded, nine of which were follow-on to WIDTECH technical assistance.

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[31] The SSO1 and SSO3 teams were the most active of the G/WID SSO Teams. SSO2 and SSO4 teams were either not in existence or in the early stages of being organized.

[32] The WIDTECH No-Cost Extension period was from September 3, 2000—December 31, 2001.

Achievements

Over the life of the contract, WIDTECH awarded 26 small grants, in 20 countries, for a total of $472,506. The average grant was 6 months for $17,500. Although the strategy for implementing the grants initiative varied over the life of the project, each grant supported the WIDTECH goal to develop innovative approaches to address the constraints faced by women in developing countries. The grants addressed the four strategic objectives of the G/WID Office (Annex 8).

As seen in the table below (Table 1), WIDTECH small grants primarily supported G/WID SSO1 (economic growth), SSO3 (democracy and governance) and SSO4 (gender integration). SSO2 (girls and women's education) was underutilized because the position of the WIDTECH Education Specialist was eliminated by G/WID in 1999 creating a void for initiating or advocating for grants in this sector. Moreover, WIDTECH's large Task Order, Strategies for Addressing Girls' Education (SAGE), provided significant resources to this sector. WIDTECH was most active in the Africa Region, followed by the Latin America and Caribbean region. Table 3 (below) also illustrates the influence of WIDTECH Technical Specialists, as they identified many of the small grants awarded in SSO3 and SSO4 as follow-on to technical assistance visits. For example, the Democracy and Governance Specialist was active in Eastern Europe; therefore, two small grants in SSO3 followed on her technical assistance to that region. The WIDTECH Environment Specialist worked predominantly in the LAC region, and five small grants were awarded as follow-on to her technical assistance in that region.

Table 3: Small Grants by Region and G/WID Strategic Objectives

Region	SSO1 (economic opportunities	SSO2 (education)	SSO3 (legal and political rights)	SSO4 (gender integration)
Asia and Near East (ANE)	Nepal		Mongolia	
Africa (AFR)	Benin Burkina Faso Ethiopia Senegal	S. Africa		Kenya Tanzania Uganda
Europe and Eurasia (E&E)	Albania Bosnia Russia		Slovak Republic Poland	
Latin America and the Caribbean (LAC)			Dominican Republic	Brazil Dominican Republic Ecuador El Salvador Nicaragua
Global			Rehabilitation Int'l World Institute on Disabilities	

While WIDTECH recognized this reliance on the technical specialists limited the small grants initiative to specialists' areas of expertise and interest, it did provide a link between WIDTECH services and provided an intellectual and programmatic grounding for the grants.

Development Alternatives, Inc.

In the final year of WIDTECH, the small grants initiative structured its grants solicitations to address gaps in the small grants initiative, by targeting under-served Regions, particularly, Africa. In the last year of the WIDTECH contract, seven small grants were awarded in Africa.

Illustrations of Impact: Case Studies

Many of the WIDTECH small grants were designed to address needs identified during the provision of technical assistance and were connected USAID/W and the Missions to local NGOs working on gender integration and women in development issues. All small grants addressed G/WID's strategic objectives and some tied into Mission's strategic objectives. The following case studies illustrate how grants built NGO capacities and contributed to partnerships with USAID programs in Missions as well as Central and Regional Bureaus.

Advocacy for Women's Economic Concerns in Bosnia Herzegovina.
WIDTECH provided a small grant to NGO VESTA in Bosnia Herzegovina to finance the start up of an independent radio station providing a medium for women to discuss gender-based concerns related to economic policies and programs such as women's property rights, gender-sensitive legislation, and information on business, credit and training programs. With USAID/Bosnia's assistance, VESTA's application for a radio license was approved by the national broadcasting regulatory agency, IMC. IMC has also requested VESTA's participation in the development of regulations for non-profit community radios in Bosnia.

Impact. The impact of the small grant that was provided under the SSO1 grant competition to NGO VESTA is reflected in the Director's own words below:

Gender Perspectives in Community Conservation and Conserving Biodiversity: From the Andes to the Amazon

WIDTECH began to work with USAID/Brazil in July 1997 by supporting a workshop on gender and the environment. The Mission requested WIDTECH work in collaboration with MERGE (Managing Ecosystems and Resources with a Gender Emphasis), a project of the University of Florida sponsored by USAID, to conduct strategic planning for the implementation of future actions for USAID/Brazil and develop case

"After two years, VestaRadio finally got its opportunity to fulfill many expectations made by WIDTECH and the local] community itself…According to our listeners, we have become [a] very popular radio in our town. Most of them are women calling us during the day, giving us important feedback for our program. Vesta has also established contacts with other women's nongovernmental organizations in the region, especially with those that have programs for economical empowerment. VestaRadio will be their platform for promotion and better communication with community members. At the end, I would like to inform you that NOG VESTA has got an integrated support package from America's Development Foundation based in Sarajevo, Bosnia-Herzegovina. More than 70 organizations have applied to ADF but only 9 got favorable answers. This would mean NGO VESTA would be attending trainings for institutional development, i.e., strategic planning, finance management, and advocacy."

—Amra Atlic, Executive Director, VestaRadio

studies on gender and the environment in Brazil. In coordination with the Mission, WIDTECH awarded a small grant to Grupo de Pesquisa em Sistemas Agro-Florestal do Acre (PESACRE) to develop a series of case studies on lessons learned by integrating gender into natural resource management projects. PESACRE also organized a workshop on community participation, gender and the environment in Brazil, building on the case studies and focusing on the experiences of participatory planning in areas of environmental protection in the Amazon region.

Following PESACRE's workshop, WIDTECH, MERGE and other institutions coordinated preparatory workshops in Brazil, Ecuador and Peru leading to the March 2001 forum "Conserving Biodiversity: From the Andes to the Amazon." PESACRE used remaining funds from their grant to support travel costs for several participants to attend preparatory meetings in Brazil in August 2000. That same year, Grupo Randi Randi (an Ecuadorian NGO) received a WIDTECH small grant to organize two regional preparatory meetings in Quito and Lima in preparation for the forum. The meetings in Quito and Lima brought together participants to discuss local experiences in community participatory management of protected areas with a gender focus and develop recommendations for the forum. The results and comparative analysis of these experiences were presented in the international forum held in Ecuador in March 2001.

Recommendations issuing from the Forum included: (a) developing a national work plan; (b) establishing national and local networks on gender and community conservation; (c) creating discussion groups; documentation of gender and biodiversity issues; (d) providing short and long-term training, and e) public policy analysis and advocacy. USAID/Ecuador requested WIDTECH to follow-up with the Forum's recommendations. Staff from Grupo Randi Randi will implement these activities. This final step completes the full circle of a Mission's request for technical assistance, the award of small grants related to the technical assistance, which leads to the expansion of a Mission's program objectives and further request for WIDTECH technical assistance to support the implementation of the expanded program.

Women Cross-Border Traders in Burkina Faso

Based on recommendations drawn from the WIDTECH technical assistance report written for USAID's West Africa Regional Program (WARP) on women cross-border traders in West Africa, WIDTECH conducted a small grants competition. A proposal from Songtaaba, a women's cooperative of shea butter producers in Burkina Faso, appeared to have an interesting idea; however, it was poorly expressed in the proposal. The WIDTECH Project Director, Economic Growth Specialist and Small Grants Coordinator worked with Songtaaba to refine their proposal and budget. After much deliberation and comments from the WARP Mission and WIDTECH, a grant was awarded to Songtaaba to coordinate a three-day training workshop for 120 rural women shea butter producers. Workshop participants were selected from 8 villages. During the selection process, Songtaaba collected baseline data on the women producers, their training needs and basic information about their current practices.

The workshop discussions addressed problems related to cross-border commerce, the importance of collective marketing, price policies as well as strategies for increasing revenue. Workshop participants were expected to develop a better understanding of cross-border shea butter commerce (including quality standards and pricing); and the women were organized into networks to respond to market demands. After the completion of the training, a follow-up evaluation was conducted to assess the impact of the workshop. Songtaaba visited participants to ensure that they understood the business practices of trading with shea butter across the West African borders and applied the business skills they gained during the workshop. The baseline data collected during the participants' selection process was used to measure the progress.

The WARP Mission has shown great interest in this grant and visited Songtaaba to learn more about the export of shea butter. Moreover, WARP has used other recommendations from the WIDTECH technical assistance report to design and implement a new project, "Technical Assistance and Capacity Building for Regional Economic Integration under WARP." One component of this new project focuses on promoting the export of goods from West Africa, including shea butter from Burkina Faso.

Lessons Learned

The lessons learned through the WIDTECH small grants initiative relate in large part to decisions as to the goal, management and operation of such a program within the context of a technical assistance project.

Advantages of a Grants Program versus a Grants Component of a Technical Assistance Project. While G/WID's other grants programs, PROWID and NGO Small Grants, were designed solely as grants programs, WIDTECH was a technical assistance project with a small grants component. PROWID's and NGO Small Grants program's singular focus on awarding grants conveyed certain advantages. For example, PROWID was able to focus it resources on developing collaborative relationship with its grantees through provision of technical assistance by PROWID staff. Over one-quarter of PROWID grantees received technical assistance through site visits and regular communications, and three-quarters of the grantees attended regional skill building and information sharing workshops. The NGO Small Grants program also provides on-site technical assistance and regional workshops. These two grant programs had sufficient technical and financial resources to provide this support; whereas, the WIDTECH Small Grants Initiative relied on technical input from WIDTECH technical specialists, whose primary responsibility was to provide technical assistance to Missions and other USAID Offices or Bureaus. Once grants were awarded in the Small Grants Initiative, there was little opportunity to provide on-going technical assistance or capacity building training with the exception of the WIDTECH grants in Nepal and Brazil.

PROWID and NGO Small Grants streamlined the grant awarding process by conducting one grant competition. In contrast, WIDTECH conducted a series of competitions and awarded individual grants on a rolling, ad hoc basis. This led to inefficiencies in use of staff time, and

created the condition that grants were on different timetables, which undercut the potential for bringing grantees together to share lessons learned either at mid-term or end of project.

Advantages and Disadvantages of Evolving Grant Strategies

As previously discussed, WIDTECH revised its grant strategy several times over the life of the project in response to changing directives. Each strategy had its advantages and disadvantages.

1. Opportunistic Responses To Unsolicited Proposals

Although the WIDTECH small grants initiative awarded grants either as follow-up to technical assistance or through solicited competitions, several grants were awarded in response to unsolicited proposals. These grants were awarded at the behest of USAID Missions, the G/WID Office or WIDTECH staff knowledgeable of organizations in developing countries. All but two of the unsolicited grants were field-driven; either the Mission identified a need and the appropriate organization to address the need, or a local organization familiar with WIDTECH approached WIDTECH to support an initiative. Although accepting unsolicited proposals opened the floodgates to hundreds of proposals and should be discouraged, for the most part, when combined with direct input from the field, it enabled WIDTECH to support innovative projects such as the grant awarded to the Canadian Centre for International Studies and Cooperation (CECI) in Nepal to develop insurance services for rural women through community-based saving and credit organizations in Nepal (see Economic Growth Section), and an award to World Institute on Disability and Rehabilitation International.

2. Solicited Grants Competitions

The small grants competitions were viewed as a way to focus limited resources to achieve optimal results and to fund the most appropriate organizations to fulfill an informational or programmatic gap. The first two WIDTECH small grants competitions were made in collaboration with the G/WID SSO teams. It was expected that these would:

- Ensure grants would contribute to achieving an Intermediate Result or Strategic Objective;

- Maximize the use of G/WID resources;

- Create an opportunity for thematic or regional follow-on which would benefit grantees and Missions; and

- Provide the means to test innovative and new approaches to addressing an issue and document results.

The SSO 1 and SSO 3 teams developed themes for solicited small grant competitions. During the SSO 1 competition, Missions in Eastern Europe helped identify potential grantees. The competition announcement was sent to over 13 missions in Eastern Europe and WIDTECH received over 60 proposals. Once a grantee was seriously considered during the SSO1 competition, WIDTECH contacted the Missions for further input regarding the local organization's skills and qualifications. Three grants were awarded totaling $48,479. The SSO1 competition's success was due in part to collaboration among WIDTECH, G/WID, the Europe and Eurasia (E&E) Bureau, desk officers and Missions.

WIDTECH distributed the SSO3 request for proposals to three Missions in Africa. WIDTECH received two proposals in response to the solicitation. Neither met the competition criteria; therefore, no grants were awarded during this competition. Factors contributing to the shortcomings of this competition were the theme and timing of the solicitation process. In the first case, the theme did not match the issues of concern in the targeted countries, giving the appearance that the competition as a Washington, DC-driven agenda. Further, the timing for the announcement of this program coincided with elections in two of the three countries as well as Mission R4 Reviews. Greater collaboration with the Missions and a review of the targeted Missions' strategies might have yielded different results.

3. Solicited Grant Competitions as Follow-On to Technical Assistance

In the final year of WIDTECH small grants, an analysis of past grants was conducted. This revealed that Africa and Asia and Near East Regions were not well served by the grants initiative. The E&E region had benefited in large part because of the SSO1 team approach and because of the WIDTECH Democracy and Governance Specialist's work in that region. Numerous small grants were awarded in the Latin America and Caribbean Region due to the Environment Specialist's focus in that region. A strategic decision was made to broaden the regional scope of small grants to Africa and Asia and the Near East. Several grant competitions targeting those areas as follow-on to WIDTECH technical assistance were proposed in the final WIDTECH work plan in September 2000. The G/WID Office approved two grants competitions in Africa.

The first small grants competition followed on to WIDTECH's study of women's cross-border trade activities in Mali, Senegal, Benin and Ghana and in corresponding border areas of Burkina Faso, Côte d'Ivoire and Nigeria. Recommendations drawn from the report, "Women's Business Links: A Preliminary Assessment of Women Cross-Border Trade in West Africa," were used to draft the grants competition solicitation. Therefore, the competition was based on recommendations that were grounded in the local context, had been previously vetted by the West Africa Regional Program (WARP) Mission and tied into the WARP Mission's SOs as well as G/WID SSO1.

The request for proposals was sent to seven Missions as well as 33 organizations in West Africa. WIDTECH received 13 proposals and ultimately awarded three grants. Review committees included members from a USAID West Africa Mission and from the Africa Bureau. The "West Africa Women and Cross-Border Trade" small grants competition was

successful in awarding need-based grants due to the collaboration among WIDTECH, the WARP Mission and other USAID Missions such as Benin and Senegal as well as the G/WID Office.

WIDTECH also conducted a solicited small grants competition in East Africa focusing on "Community Conservation, Protected Areas and Gender: Sharing Experiences and Building Coalitions." This solicited competition was a strategic decision by G/WID and WIDTECH to expand the environment sector scope from LAC to Africa. WIDTECH collaborated with The World Conservation Union (IUCN), The African Women's Leadership in Agriculture and the Environment (AWLAE) network and USAID Africa Bureau to craft the request for proposals and to identify organizations from which WIDTECH should solicit proposals. WIDTECH requested assistance from Missions in Uganda, Tanzania and Kenya to identify appropriate organizations to solicit proposals. The grant review committees included representatives from each Mission as well as the Africa Bureau. One grantee in Tanzania worked with the Mission to ensure that its activities clearly addressed the Mission's SOs. Three grants were awarded through this competition.

Constructing a small grant competition based on recommendations from technical assistance helps to narrow the focus of a small grants competition, grounds the focus on field-based needs, and ties the grant activities into Mission SOs. Involving the Missions and Bureaus in the crafting of a request for proposals and identifying potential small grantees facilitates the process and leads to more efficient use of grant funds with more coordinated results. However, Mission input can also delay the review and award process even though Mission's staff input provided important field perspectives. At least one grant award was delayed due to objections by a Mission, which were later withdrawn, and another was rejected at a Mission's request.

4. Solicited Non-competitive Grants as Follow-on to Technical Assistance

When grants are linked to technical assistance, they tend to be more carefully constructed around a Mission's SOs and more appropriate for the local milieu. However, awarding grants as follow-on to technical assistance limits grants to the demand-driven nature of this contract. Missions that are more pro-active in procuring WIDTECH technical assistance may benefit more than others. In addition, as evidenced by the number of environmental grants awarded in the LAC region, the number of grants awarded is also influenced by the regional expertise of the technical specialists. Ten WIDTECH small grants were awarded as follow-on to technical assistance without any competition. While the technical specialists knew the grantee organizations entities, they may not know a wide variety of organizations working in the field. This may result in denying the grant opportunity to other equally competent or innovative organizations.

The series of grant strategies that WIDTECH implemented reveal essential conditions for an effective grants program that are:

- Clear and measurable objectives of the grants program
- Use of G/WID SOs to identify grant sectoral areas

- Agreement as to the proportion of grants issued that support G/WID SOs and those that support Missions' SOs
- Coordination with USAID/W and the Missions to craft grant themes, suggest timing of competitions and potential grantee organizations, as well as participate on the review committees.

The nature of a demand-driven contract under a global program means that it is very hard to focus the limited resources available to ensure they will have meaningful results. Of the small grants awarded through WIDTECH, some of the most innovative grants were awarded as follow-on to technical assistance and were based on Mission input in developing and crafting the request for proposals. Associating the small grant with technical assistance will place the grant within a larger effort, such as the WIDTECH small grants in Latin America and the Caribbean that supported the collective efforts of Missions, the USAID LAC Bureau, the USAID Environment Center as well as G/WID. Although the overarching objective for awarding small grants should be to contribute to the realization of G/WID's strategic objectives, grants should be complementary to Missions' objectives and based on recommendations identified through WIDTECH assistance. Grants awarded following this criteria address realistic field needs and are not construed as a Washington DC-driven agenda.

Recommendations

Considering the demand-driven nature of this contract, the small grants initiative, when packaged within a technical assistance contract, must have a variety of approaches to award small grants. At the beginning of the contract, demand for technical assistance is low, which limits the number of small grants as follow-on to such assistance. Therefore, it is particularly important to work with Missions and SSO Teams to develop grants competitions at this point. As more technical assistance assignments are completed and more opportunities for follow-on with small grants are identified, then grants competitions structured around recommendations based on the technical assistance become a more viable option.

Based on a review of WIDTECH's small grant experience, the following recommendations are made for the design and implementation of future grants programs.

- **At the onset of the program, develop a work plan outlining sector and regional focus of the grants program:** It is critical at the start of the small grants initiative that the small grants coordinator collaborate with G/WID to develop a concrete work plan which outlines two phases of small grants to be awarded on a solicited basis. It is recommended that the first phase should be based on themes developed by SSO Teams and the Missions. Once themes are developed, collaboration with Missions and Bureaus is essential to assess the appropriateness and need for the themes in the proposed regions. After several substantial technical assistance assignments are completed, Phase Two of the grants program can be initiated. Phase Two grants would be awarded as follow-on to technical assistance. In Phases One and Two, Mission SOs should be taken into consideration when developing a theme. Clusters of small grants should be awarded

around each theme in order to maximize the contributions they can make to the specific SSO. It is desirable for grants to be competitively awarded but also leave some opportunity for a limited number of grants to be awarded on a noncompetitive basis. These grants would respond to emerging needs or fill informational or operational gaps that the larger number of grants is not fulfilling.

Focusing the grants program will provide greater manageability, allow for the opportunity to organize workshops or conferences around thematic topics to share results, strengthen the USAID/NGO networks and alliance among NGOs. Managing small grants on many different topics is labor intensive and does not yield the maximum impact with limited resources. Based on time constraints, focusing the grants program will enable quick implementation and appropriate monitoring.

- **Issue grants with longer and, where appropriate, larger grant terms.** The average WIDTECH small grant lasted six months for up to $25,000. Grants should optimally be funded for at least 12-16 months, unless they are for a specific discrete activity, such as a travel grant to attend a conference. The small grants coordinator and supporting review committees need the same amount of time to consider a 2-month grant as an 18-month grant. It is a more efficient use of grant funds and staff to implement longer grants. Longer grant periods of performance also provide an opportunity for grantees to implement a well-developed strategic activity increasing the likelihood of achieving results and impact on its area of concern. However, expanding the length of the grant has cost implications. The grants program should offer varying sizes of grant. Based on the PROWID experience and other grants programs, operations research and program implementation activities tend to cost more than information dissemination and advocacy activities. Having options in terms of time and amount of the award enables the grants program to be flexible and responsive to different needs and innovative ideas. Finally, the award of larger grants needs to take into account the recipient institutions' capacity to use and manage the funds well.

- **Evaluate results and build capacity.** The WIDTECH Small Grants program did not have a monitoring and evaluation (M&E) component built into it. WIDTECH relied on the grantee's self-evaluation of their successes and failures as described in their reports. A grants program should have a monitoring and evaluation plan that is developed at the beginning of the project and is based on G/WID's strategic objectives. The plan would include broad indicators that could inform the award of grants, guide grantees in the development of their own M&E plans, and provide a means to measure the program's outputs and results. The plan should be outlined in the grant manual, and through technical assistance visits, the Grants Manager and Technical Specialists could work with the grantees to develop M&E plans that link to the larger program M&E plan. The process of designing, implementing and reporting the monitoring and evaluation data also should contribute to building capacity in grantee organizations.

- **Provide technical support to grant recipients.** WIDTECH was not able to provide strong technical assistance to all grantees. Two grantees received technical assistance from USAID, and WIDTECH provided limited input as to structuring research operations

for several grantees. Future grants programs should allocate technical specialists' time to directly support the small grants. The level of technical support required by grantees may fluctuate, but the grants program should have the resources available to respond to the grantees' needs. Project staff should visit each grantee to assess the progress of the project, contribute to enhancing local technical and management capacity, but also to forge a stronger relationship with the local NGO for future work. Failure to provide appropriate technical assistance to grantees minimizes the long-term benefits of investments in these organizations.

Organize meetings of small grant recipients. The WIDTECH Small Grants program did not include regional or sectoral workshops for the grantees to build capacity, exchange experiences and skills, identify commonalities, and develop areas for future collaboration. As suggested in the recommendation regarding monitoring and evaluation plans, a workshop for grantees to learn how to develop a monitoring and evaluation plan could be coordinated after the grants are first awarded. Regional or thematic workshops could create an opportunity for grant recipients to recognize their role in integrating gender into the development process beyond their small grant. These workshops could provide a venue to synthesize lessons learned and frame project recommendations. In addition, this would provide an opportunity for USAID Missions, USAID Washington and WIDTECH staff to meet with grantees and disseminate grant findings to a broader audience beyond the grant recipients.

Recognize the management and opportunity costs of operating a small grants program: The WIDTECH small grants program was staffed by a part-time grants coordinator who relied on WIDTECH technical specialists to provide technical oversight when they were available. The level of involvement by the small grants coordinator and technical staff for each grant varied depending on the other WIDTECH responsibilities that the Technical Specialists had. As a result, some grantees did not receive the support and attention that they might have needed. Managing a small grants program requires staff with sufficient allocation of time, technical competence and financial skills to monitor input from other specialists and review financial reports, and technical-skilled staff with allocated time to provide sector specific expertise on design and implementation of the grant.

COMMUNICATION AND INFORMATION DISSEMINATION

Context and Strategy

WIDTECH's technical assistance, training, and the small grants program created a large body of evidence as to how to integrate gender into development policies and practice (Annex 1A). In order to share the results of this experience and raise gender awareness among various stakeholders, WIDTECH developed a communication and information dissemination strategy that aimed to reach a range of audiences. Given that WIDTECH audiences were far flung geographically, represented individuals and institutions with varying informational needs, and with disparate preferences in terms of how they received information, WIDTECH developed a multi-prong strategy. The overall strategy aimed to get

information out to the development community in as expeditious a manner as possible and to ensure that the wealth of information reported during WIDTECH's lifetime would remain available over the longer term. The strategy included the use of print and electronic media including publications, information bulletins, listservs and websites, as well as person-to-person communications through seminars, workshops, and other presentations. WIDTECH's marketing strategy was not an explicit component of the information dissemination strategy. Moreover, there was no communications specialist to oversee the strategy's implementation; therefore the WIDTECH consultant economist, technical specialists and the administrative assistant all shared the responsibility for information dissemination. It is important to note that the G/WID Task Order under WIDTECH called GenderReach served G/WID as its main communications and information dissemination mechanism. Other large WIDTECH Task Orders like SAGE also had their own extensive communications activities that will be reported upon the completion of the Task Orders.

Achievements

Marketing project services to create demand. The strongest element of marketing WIDTECH services was the high quality technical assistance provided by WIDTECH sector specialists and training workshops that resulted in many repeat requests from the field and led to long term relationships with USAID/W Centers and Bureaus. Besides the communications provided by WIDTECH Core staff at a personal level, the general marketing strategies of WIDTECH and G/WID did not provide sufficient visibility to the project to bolster demand for technical services. WIDTECH was slow in developing a comprehensive marketing strategy for the project and once developed the marketing strategy did not become an integral part of WIDTECH's communications strategy. In addition to the competition faced from other G/WID procurement mechanisms and G/WID's limited ability to generate requests from Bureaus and Missions, WIDTECH's intended marketing trips to the field were not approved resulting in a low profile for the project. Marketing mailings targeted to each region became effective after 1999 when they became systematic semi- annual mailings. G/WID also supported WIDTECH to conduct informational sessions in the Africa Bureau to increase demand for services in that region which proved effective.

Extending access to gender and development knowledge and experience through dissemination of reports and other documents. Despite advances in information communication technologies, printed documents continue to be widely sought after by many audiences. Thus, over the life of WIDTECH, over 50 reports resulting from WIDTECH's technical assistance and training with Missions, Bureaus and USAID partners were published and distributed around the world. Some reports were translated into other languages. These reports were particularly useful for audiences that wanted detailed information on a particular project or Mission program. On the other hand, a number of audiences prefer to get a snapshot of the strategies used, findings and lessons learned. To meet their needs, WIDTECH produced 14 brief summaries of selected reports. These *Information Bulletins* described findings from studies in Jordan and West Africa, gender and environment workshops in Latin America and Uganda, and gender training workshops for USAID staff, among others. Some were published in multiple languages. For example, the

Information Bulletin describing the study on women's enterprises in Jordan was produced in English and Arabic; *Bulletins* on SAGE project activities in Mali and Guinea, findings from a technical assistance visit to Mali, and the West Africa cross-border trade study were produced in English and French; and *Bulletins* on community conservation work in the Latin America and Caribbean region were produced in English and Spanish. A number of documents compiled information across a range of sources. These included the ENI Gender Database, an inventory of WIDTECH and USAID Mission Activities in the LAC Region (1997-1998).

In addition to distributing printed documents, WIDTECH posted its reports with abstracts on the WIDTECH website (www.widtech.org). Interested readers can view the publications list and click on specific titles to obtain the full versions of the report. WIDTECH also submitted hard and electronic versions of all reports to USAID's permanent information center (http://www.decorg/) to ensure that this information would be available to a wide audience during and after the end of the WIDTECH contract. WIDTECH also compiled, reviewed and created an electronic on-line library including literature and practical resource materials collected over the years in the historical G/WID library on gender and development. The G/WID on-line library can be accessed from the GenderReach website (www. Genderreach.com). WIDTECH also made efforts to ensure that WIDTECH literature was sourced in gender and development on-line databases, such as ELDIS.

Extending access to gender and development knowledge and experience through direct communications. In addition to documents, WIDTECH shared experiences and lessons learned through a number of different forums, including seminars, workshops, and conference presentations (Annex 1A). For example, WIDTECH's seminar series included presentations on lessons learned in addressing gender and development in PVO programs, the impact of microcredit programs on women's enterprise development, women in post-conflict Africa and the return to customary law, and democratizing journalistic practices and coverage in Eastern Europe. WIDTECH also organized a series of "monthly conversations" on community conservation and population dynamics under the Community Conservation Coalition, brown bag presentations on girls and women's education, and a film on early marriage of girls in Ethiopia; panel presentations on gender budgets, the impact of HIV/AIDS on education, and gender integration in agricultural research. WIDTECH core team members also made presentations at international conferences including the Ontario Institute for Studies in Education and the Comparative and International Education Society.

Not only were verbal presentations given at the international level, but briefings also were held at the country level at the end of each technical assistance visit. Sometimes, these were internal, Mission-only audiences; other times, they included Mission partners. In the case of the Jordan study, the WIDTECH research team members presented their findings at a conference organized by one of the Mission's cooperating agencies, and were interviewed by broadcast journalists.

Finally, WIDTECH used the internet to share information and experiences with others around the world. The informal D&G listserv and participation in on-line discussion groups

organized by other projects and institutions provided another means for the lessons issuing from WIDTECH to be shared with other development planners and practitioners.

Impact

No evaluation was undertaken of WIDTECH's communication and dissemination activities. In large part, this was due to the two inter-related factors: monitoring and evaluation strategy and staffing patterns. First, no monitoring and evaluation strategy had been developed at the outset. While such strategies do not have to be burdensome or complicated (e.g., hits on the WIDTECH website is an indirect means to assess impact), there was no position dedicated to a communications specialist among the WIDTECH Core Staff to take responsibility for developing such a plan and ensuring its implementation and use of the data. Although WIDTECH staff assisted with the communications activities, they were not tasked with developing a monitoring and evaluation plan. Without such a plan and without staff dedicated to it, the only means to assess impact of the WIDTECH's communication and dissemination activities is through inferences.

It also is important to recognize the limitations of communication and dissemination strategies. They are not sufficient to prompt sustainable change in attitudes and practices. On the other hand, they are sufficient to raise awareness of new knowledge and practices that others can consider as they develop their own strategies and interventions. Thus, the aim of a communication and dissemination strategy should be to get information out to those who will use it and in a manner that meets their interests and availability. Information is only as useful as it is used. It is also important for a communication and dissemination strategy to ensure the longevity of access to that information. Thus, not only should the information be available to those who need it now but also those who may need to refer to it later.

Impact might be most directly seen at the level of the client, e.g., the Missions that WIDTECH served. For example, the Eritrea Mission intends to use the WIDTECH report on women's employment and economic opportunities to inform the development of the Mission's new strategic plan. Findings reported from the first technical assistance visit to Mali have led to additional requests from the Mission to address a number of those findings, including conducting a gender assessment of the Mission's objectives and the development of a Gender Plan of Action. At the institutional and international level, the case studies developed in response to the Community Conservation Coalition have created an awareness of the implications of gender on planning and implementation of projects and policies that impact on preservation and use of natural resources and sustainable development practices. The publication of a review conducted by WIDTECH of women's input into the development and use of agricultural technologies was distributed as part of a set of reviews produced by the International Food Policy Research Institution. This body of evidence was used to call attention to the continued need to address first generation of gender and development issues—the "unfinished business."

Some impact was also demonstrated at the level of the Mission-to-Mission or Mission-to-Bureau communication generated through the WIDTECH D&G listserv creating a

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community of gender advocates to share literature, news clips as well as experiences on gender integration across the world. Such information sharing among professional colleagues including USAID staff and partners is invaluable for cross fertilization of successful strategies and innovative approaches to address gender issues within a particular sector.

Lessons Learned and Recommendations

Having a multi-pronged strategy to identify informational needs, develop communications strategies based on those needs, and monitor and evaluate their impact is critical to ensure that the lessons learned through any development project are shared with others. WIDTECH had such a strategy and was able to disseminate a large body of information. However, it is unclear the extent to which that information influenced policy and program decision-making. Thus, it is recommended that:

- A communication and dissemination strategy should be developed in the beginning of the project based on a needs assessment of end users but should also be sufficiently flexible to address new interests, needs and different audiences that might arise over the life of the project.

- Technical assistance projects that aim to influence development practice and policies should have a communications specialist who is focused on strategically and systematically sharing project related information in various ways with targeted audiences through reports, information bulletins, seminars, listservs, and websites. When this task is left to the technical specialists, implementation of the strategy is not balanced across regions and sectors, website updates and publications are not consistent or timely and the task becomes a low priority among competing responsibilities.

- An appropriate monitoring and evaluation plan to assess the impact of its communication and dissemination activities should be designed, tested and implemented, and that information should be used to modify the communication and dissemination strategy through the life of the project and to report on its impact in the end.

- To create demand, the communications strategy should include an explicit component on marketing project services and experiences through periodic mailings, listservs and targeted information sessions in Bureaus and Missions to inform USAID staff about project services as differentiated from other G/WID or Agency mechanisms.

- Guidelines for technical assistance reports should be developed and provided to all persons providing technical assistance and training support so that these reports meet acceptable standards for publication and dissemination to a wide range of audiences.

- G/WID should facilitate links to other communications projects within its purview and within the Agency to reduce duplications and to ensure effective information sharing while enabling access to information disseminated under WIDTECH even after project completion.

SYSTEM-WIDE GENDER INTEGRATION

All of WIDTECH's efforts have supported G/WID's SSO4, "Integrate gender issues throughout USAID regional and country programs." WIDTECH was not alone in responding to the need for addressing gender in USAID policies and programs. WIDSTRAT, another G/WID technical assistance contract, provided similar services between 1995 and 2000. The Interagency Working Group on Gender based in the Office of Population, Health and Nutrition supported gender integration in those sectors, just as the Gender Advisors did in the E&E and ANE Bureaus. This section speaks directly to the SSO4 Intermediate Results, "contributions to institutionalization through implementation of the Agency's Gender Plan of Action" established in 1996 and "program wide gender integration in Missions and Bureaus."

Support for the Agency's Gender Plan of Action

WIDTECH had a notable impact on the institutionalization of gender issues in USAID policies, programs and projects. First, WIDTECH built capacity for gender integration through providing technical support to Agency-wide annual training workshops on democracy and governance, environment and, to a lesser extent, human capacity development, economic growth, and population, health and nutrition. The elimination of the HCD position and the decision not replace her meant that WIDTECH Core contract was less equipped to influence that sector. However, through the SAGE Task Order, WIDTECH had substantial influence and input into training, workshops and conferences in the education sector.

Input into the economic growth trainings was late in coming and not wholly satisfactory. In large part, this may have been a result of the instability of WIDTECH staff in the Economic Growth position. As was demonstrated by the D&G and the Environment Technical Specialists, long-term relationships between technical peers created credibility for WIDTECH services in those sectors leading to significant opportunities for support and impact in those sectors. This same opportunity did not exist with EGAD.

In PHN, WIDTECH influenced that sector's training through WIDTECH's Technical Specialist until that position was eliminated in 1999, and later through the SO DO. WIDTECH provided materials for the PHN sector training, although the PHN Center took responsibility for its own training and did not request WIDTECH training support. Thus, either through participation in training or providing materials, WIDTECH's influence on capacity building for gender integration through Agency-based training organized by the Global Bureaus was considerable.

WIDTECH also contributed significantly to the revisions of the ADS 200 Series, particularly by writing the ADS Annex on Gender Integration and Analysis. This Series provides practical guidance to all Agency staff on how to apply gender analysis in all activities related to planning, achieving and implementation as well as assessing and learning. WIDTECH provided consultants to integrate gender into the Series and to inform development partners,

e.g., through a meeting at InterAction, and through communications with Missions of the implications of those changes on their decisions and actions. Moreover, WIDTECH contributed to gender integration through the development of the G/WID Results Framework and performance indicators, and its annual reviews. WIDTECH staff and consultants participated on the G/WID SSO teams, contributed to the refinement of the IRs, and suggested language on gender expertise and accomplishments for the revision of Agency guidelines on recruitment and performance evaluations.

Support for Gender Integration in Bureaus

At the Bureau level, WIDTECH provided a gender advisor for the ANE Bureau (through a Task Order); contributed to the gender strategies for the LAC and Africa Bureaus (West Africa) and the Global Bureau's Centers for Democracy and Governance and Environment. WIDTECH reviewed R-4s for the Africa, ANE and LAC Bureaus, and the Environment Center.

WIDTECH's support to the LAC Bureau was in many ways a prime example of Bureau level support for gender integration. The LAC Bureau provided considerable funding through four consecutive years to access the services of the WIDTECH environment specialist to integrate gender into its own environment programs and those of its partner institutions. The long-term relationship with the LAC Bureau started as a result of WIDTECH's participation in the Parks in Peril evaluation in 1998, which led the Environment Group of the LAC Bureau to request WIDTECH assistance in implementing some of the evaluation's recommendations on gender. The assistance included working with The Nature Conservancy (TNC), a USAID partner, to develop a strategic plan for the Conservancy's Community Conservation Program. Based on the planning process, a Conservancy position paper on gender emerged. The collaboration with the LAC Bureau and TNC also led to a series of case studies of best practices and lessons learned on conservation with a gender perspective. Under the same LAC Bureau and TNC collaboration, several international and regional alliances were formed leading to joint initiatives on gender and conservation in the LAC region and disseminating lessons globally.

Support for Gender Integration in Missions

Many of WIDTECH's services were directed to the country level. Over time, there were increasing demands from the Missions to conduct gender assessments of their strategic plans, strategic objectives and program activities, to develop Gender Plans of Action (GPA) accompanied by administrative and management actions such as staffing, contracting requirements, and financial reporting systems for Missions to put their GPAs into implementation. While most of these requests predated the revised Automated Directives Systems (ADS) in 2000 that explicitly called for attention to gender in USAID programming and contracting actions, many others were prompted by those institutional changes. Irrespective of the primary incentive, Missions and Bureaus requested technical assistance in addressing gender in their strategic plans, in identifying gender-sensitive indicators and in

developing appropriate performance monitoring plans, and in using gender analysis to strengthen their programs and projects. Table 4 (below) shows the increase over time in requests for gender assessments and Gender Plans of Action.

Table 4: WIDTECH Support to Missions and Bureaus in Strategic Gender Integration (SO sector)

1996-97	1997-98	1998-99	1999-00	2000-01
Angola (DG)	D.R. (all)	ANE Advisor	Eritrea (HCD)	Angola (DG)
Guatemala (all)	Haiti (all)	Brazil (ENR)	Kenya (all)	Benin (all)
Jordan (EG)	Jordan (all)	Central America Program (ENR)	Macedonia (DG)	Bulgaria (all)
Mexico (all)	Philippines (all)	Lebanon (all)	Mali (DG)	Guatemala (ENR)
Nepal (all)	Southern Africa (RCSA) (all)		Morocco (all)	Madagascar (all)
Peru (ED)			Nepal (ENR)	Mali (all)
			WARP (all)	Nepal (all)
			Zimbabwe (ED)	Peru (all)
				RCSA (all)
				Romania (all)
				Rwanda (all)
				Ukraine (all)

There are variations in how Missions and SO teams chose to address gender integration. In some cases, Missions placed gender as a crosscutting theme. This was the case in Madagascar and Morocco. In Mali, WIDTECH's first technical assistance visit looked at the gender implications in a single strategic objective on democracy and governance followed later by a gender assessment of all its strategic objectives. In Nepal, the Mission combined all gender-related activities under a single strategic objective on women's empowerment, essentially creating a gender strategic objective for the first time in the Agency. Most Missions addressed gender within each of their Strategic Objectives, with the belief that this approach was the most efficient and effective way to integrate gender into their strategic plans and program investments.

WIDTECH's technical assistance brought to light the importance of cross sectoral linkages to leverage impact—how reducing gender disparities in one sector or under one Strategic Objective impacts on results achieved under another as was shown in WIDTECH's work in Mali. In this case, access to education was influenced by access to water or childcare services. When families needed their children to provide those services (fetching and hauling water, or caring for their siblings), they were less likely to send them to school. This was particularly the case for girls, as they were more likely to be responsible for meeting such needs. Attention to underlying factors has great utility for development planners and practitioners who tend to look narrowly at their own sectors and less at those of others, then plan and implement vertical programs. Attention to gender provides a window to demonstrate that investing in reducing underlying constraints has cross-sectoral implications and impact. Thus, building skills in using gender analysis and applying those skills to planning, implementing and evaluating development interventions contributes to the achievement of positive results across a Mission's development assistance program.

WIDTECH also supported gender integration at the Mission level through its training activities. For example, the training conducted for the Ethiopia Mission demonstrated how the use of gender approaches and analysis can yield better results in terms of the achieving food security, improving health outcomes, and addressing the impact of HIV/AIDS. The implications of using gender in participant training selection was also discussed to ensure that women and men benefit equally from such training opportunities. Gender training workshops in Missions provided opportunities to bring Mission staff and partner organizations together such as in Morocco, Uganda, RCSA and Guatemala.

When WIDTECH worked with Missions, such as Rwanda, Mali, Eritrea, Nepal and Guatemala, and Bureaus, such as the LAC Bureau and the Global Bureau D&G Center, through a series of activities including technical assistance, training or small grants, it had more opportunities to systematically build a critical mass of knowledge, skills and program or project level efforts in Missions and Bureaus, which will be more likely to contribute to sustainable change in the future.

An example of a series of steps taken to integrate gender into country programs and practices is USAID/Rwanda. The first WIDTECH intervention in Rwanda was WIDTECH's Training Specialist's facilitation of a national meeting of women in discussing peace-building efforts. This was followed by the Mission's use of a gender audit to assess the institutional mechanisms to integrate gender into its procedures and program efforts. Finally, WIDTECH is currently in the process of providing support to the Mission through a two-phased activity that will, first, implement a gender assessment of the Mission's portfolio, followed by training Mission and partner organizations' staff in gender approaches and methodologies.

Lessons Learned and Recommendations

G/WID projects can play critical roles in leading and contributing to gender integration in the Agency through a range of services including technical assistance, training, small grants, and information communication and dissemination. However, in order for this to lead to sustainable results, there must be strong political will among Mission and Bureau leadership, a community of gender advocates in Missions and Bureaus, and technical leadership in G/WID to facilitate the process of collaboration by determining how Bureaus and Missions can benefit from G/WID-provided technical services and informing them of those services through regular marketing campaigns. Once the demand has been created, it is then the responsibility of the project, such as WIDTECH, to respond to those demands with high quality, timely interventions and build long-term relationships with Missions and Bureaus for systematic gender integration over time. Thus, in order for gender integration to be supported by a G/WID project, it is recommended that:

- G/WID conduct an assessment of gender integration needs of USAID Offices, Bureaus, and Missions along with successful approaches already utilized by some Missions and Bureaus so that WIDTECH's successor can effectively respond to those needs;

- G/WID should support and facilitate marketing strategies to inform clients of the purpose and availability of its various procurement mechanisms;

- G/WID staff and its contractors should have the technical capacity in terms of sector specialists with extensive gender expertise and knowledge of USAID to provide guidance and services to the Agency and its partner organizations;

- G/WID and its partners take the lead in ensuring that the Agency and all its contractors are capable of responding to the new ADS gender guidelines;

- Given the number of gender assessments and Gender Plans of Action that have been conducted and developed through WIDTECH, G/WID should consolidate the lessons learned through these efforts by developing guidelines to guide others in doing similar work in the future;

- G/WID take the lead in promoting the integration of gender into all Agency-wide training workshops including awareness of the gender components of the ADS Series and the implications of those changes on Agency development policies and practice.; and

- G/WID should monitor the progress of gender integration in Missions that have established a Gender Plan of Action and offer additional training and technical assistance to support the momentum of new programmatic initiatives.

SYNTHESIS OF INNOVATIONS AND IMPACT

This section aims to synthesize the impact and innovations of the WIDTECH project under the framework of its key objectives and expected results.

SUBSTANTIVE IMPACT AND INNOVATIONS

WIDTECH advanced the knowledge-base on gender and development issues in four sectors of strategic importance to USAID.

Democracy and Governance

- WIDTECH used gender considerations as illustrations of broader issues such as the quality participation, ensuring participation from diverse set of stakeholders, and how policies and development practices might have differential impacts on different population groups. WIDTECH helped expand the notion of "democracy and governance" beyond political participation to include decision making in terms of the management and use of natural resources, to organization and management of schools, to the role of media in influencing public decisions about childcare policies and other social support systems. The concept of participatory decision making was fundamental to moving away from a focus on women as a marginalized group to women in their multiple roles—as consumers, constituents, property owners, entrepreneurs, employees and retirees as well as mothers—whose participation in government, civil society, economic ventures and in decision-making at all levels are critical for the development of sustainable democratic institutions and systems. WIDTECH also began exploring the linkages between democracy and governance and humanitarian assistance programs, looking at the potential contributions of women and women's organizations in post conflict reconstruction programs.

- WIDTECH's most significant long-term impact at the Bureau level was on the Global Bureau's D&G Center as a result of providing daily guidance and technical assistance in collecting information for program development, performance monitoring and training in gender issues. WIDTECH's long term assistance was very influential in bringing the D&G Center to a point where the Center itself now incorporates gender issues into the Agency training on D&G in two ways: gender and democracy results as one session and including gender as a component of all subsector modules.

- WIDTECH's impact in the D&G sector at the regional level was most pronounced in E&E and Africa. WIDTECH collaborated with both Bureaus and provided technical assistance to USAID Missions in Macedonia, Romania, Ukraine, Bulgaria, Poland in the E&E region and South Africa, Mali, Eritrea, Angola and Regional Center for Southern Africa in Botswana in the Africa region. Among these, the biggest impact was seen in

Angola where the Mission received a series of technical assistance to address gender issues appropriately in a post conflict setting. WIDTECH's impact on the consolidation of the Karat Coalition based in Poland was evident in the way the group was able to articulate the common concerns of women from the Central Asia and Eastern Europe to the United Nations General Assembly at the Five Year Review of the Beijing Platform for Action.

Economic Growth

- WIDTECH contributed to the gender and development field with two innovative areas of research. The seven-country study conducted in collaboration with the USAID West Africa Regional Program provided information for the first time on women's regional cross border trade activities, their constraints and potential contributions to regional income generation. In Nepal, a WIDTECH small grant combined with the Global Bureau EGAD Center technical assistance launched the research and design of a pilot insurance scheme for women entrepreneurs against livestock loss and funeral expenses which were identified by the women as the most common causes for the collapse of their businesses. Though credit has been well researched and made available to women in the past two decades, insurance schemes are still under research and not as yet available to microentrepreneurs at large in developing countries. WIDTECH's contributions in this new frontier have sparked a keen interest by other donors and international organizations as evidenced by follow on grants received by CMF in Nepal for the implementation phase of the pilot program.

- WIDTECH's most significant program wide impact in the field was in the Africa region informing the development of the West Africa Regional Trade and Investment Program. Gender based constraints in regional trade and income generation were recognized as a result of the multi-country assessment undertaken on women's cross border trade activities in Ghana, Senegal, Benin, Mali, and the corresponding border areas of Burkina Faso, Cote d'Ivoire and Nigeria. The follow up small grants competition in West Africa also brought WIDTECH's impact to the local level, increasing the capacity of three NGOs in Burkina Faso, Senegal and Benin to strengthen women's business networks and work on alleviating local, regional and policy level constraints to enterprise and trade development in West Africa. At the project level in the Missions, the most significant impact was on the design of the Jordan Microenterprise project with WIDTECH's countrywide baseline survey on women's economic activities.

- At the Central level, WIDTECH's impact was less than expected. This was due, in part, to personnel changes that made it difficult to establish long-term relationships and to constraints on project initiatives that limited interactions with EGAD and Economic Growth Officers in the Regional Bureaus.

Education

- WIDTECH contributed to the new thinking in the development community that the causes and symptoms for girls' absence in school are linked to health, economic, environmental and governance issues. WIDTECH tested approaches in Mali, Nepal and Morocco to improve girls' enrollment and retention rates by reducing their and their families' opportunity costs. For example, in Mali, the Mission looked at how provision of community wells would reduce the need to keep girls' at home so they could fetch water from far-off water sites. WIDTECH assistance emphasized local capacity building and forging coalitions between public and private institutions and communities to support efforts in increasing girls' education.

- WIDTECH provided quality technical assistance and training but the overall impact was fragmented. WIDTECH's most substantial impact in the education sector was achieved under the SAGE Task Order that will be reported at its completion in July 2002. The impact of the WIDTECH Core contract was highest in Africa, specifically in South Africa, Mali and Guinea where WIDTECH provided education-related technical assistance three times and the assignments moved from assessment to evaluation to capacity building of local counterparts.

- At the Bureau level, WIDTECH positively influenced the integration of gender issues in annual staff training workshops of the Global Bureau's Human Capacity Development Center.

Environment

- WIDTECH's focus on community conservation brought attention to the human dimension of conservation including gender, age and ethnicity when involving communities to participate in the management of natural resources. It encouraged environmental decision-making, leadership and participation by both men and women within the civil society so that they can better serve as advocates for environmental issues of concern to them, their families and communities. This approach also facilitated linkages between social scientists and environmentalists around two common goals: conserving biodiversity and sustainable use of natural resources.

- WIDTECH's largest impact was in the LAC Region. WIDTECH worked with the LAC Bureau and particularly Missions in Brazil, Dominican Republic, Ecuador, El Salvador, Guatemala, Nicaragua and Peru providing a series of technical assistance and training to integrate gender issues and the concept of community conservation fully under both the Bureau and Mission strategic objectives and activities under environment. Follow on grants to local NGOs in almost all of these countries reinforced the partnerships between Missions and NGOs in implementing gender and conservation related activities.

- As part of the LAC Bureau assistance, WIDTECH integrated gender into the institutional policies of the Bureau's main implementing partner The Nature Conservancy (TNC) by

writing a gender position paper that was accepted by the TNC leadership and board. Moreover, WIDTECH established the Community Conservation Coalition that brought together international institutions interested in gender and conservation including WIDTECH, Conservation International, The Nature Conservancy, World Wildlife Fund and the World Conservation Union. WIDTECH's continuous collaboration with USAID and its partners on issues like environment and population dynamics have led to the dissemination of the gender and conservation message globally.

- At the regional level, WIDTECH also worked with an alliance of NGOs in the LAC region, called MERGE (Managing Ecosystems and Resources With a Gender Emphasis) and organized a Regional Forum on Conserving Biodiversity: From the Andes to the Amazon: Community Conservation with A Gender Perspective which resulted in regional policies on conservation of biodiversity and sustainable use of natural resources.

- WIDTECH also integrated gender into the annual Environment Center training and contributed to the environment sector training in many Missions, mainly in LAC and Africa regions.

INSTITUTIONAL IMPACT AND INNOVATIONS

WIDTECH used a number of means to promote gender integration through the Agency. These included technical assistance, training, small grants and communication and dissemination activities. The institutional impacts through WIDTECH operational mechanisms are discussed below.

Gender Integration at a Systems Level

While some Bureaus, e.g., E&E, and Centers, e.g., PHN, developed their own management and administrative means to integrate gender into their program actions, G/WID's WIDTECH project served a critical role in promoting the institutionalization of gender throughout the Agency.

WIDTECH had a notable impact on the institutionalization of gender issues in USAID policies, programs and projects in primarily four fronts:

1. Mainstreaming gender integration in Agency annual training workshops on democracy and governance, environment and human capacity development;
2. Contributing to the ADS 200 Series with the ADS Annex on Gender Integration and Analysis to provide practical guidance to all Agency staff on how to apply gender analysis in all activities related to planning, achieving and implementation as well as assessing and learning;
3. Contributing to the development of G/WID Results Framework and performance indicators

4. Contributing language on gender expertise and accomplishments for the revision of Agency guidelines on recruitment and performance evaluations.

Gender Integration through Technical Assistance[33]

WIDTECH technical assistance in developing a gender strategy (i.e., Missions in the Philippines, Lebanon, Mexico, Ukraine, Bulgaria) or assisting in a project design (i.e. USAID/Egypt) or an assessment (USAID/Macedonia) created awareness and increased skills in gender integration but the long-term impact of such single-time interventions is uncertain in the absence of Mission monitoring and evaluation results.

WIDTECH technical assistance in Missions and Bureaus that had strong leadership and active gender advocates that requested a series of assistance with interwoven technical assistance, training and small grants had a demonstrable high impact in the level of gender integration in development programs. (i.e., USAID's in Morocco, Jordan, Nepal, Guatemala, El Salvador, Brazil, Mali as well as LAC Bureau and Global Bureau's Centers for Democracy and Governance, Environment, and Human Capacity Development)

Given a results-oriented environment and the extensive gender knowledge base, advice given by technical, sector specialists with solid gender expertise and experience working with USAID is far more credible and accepted by their peers in Bureaus, Missions and partner agencies. Weaving gender into technical sectors demands a good understanding of the sector-specific issues as well as a thorough understanding of the gender literature and field experience to ensure effective results and avoid unintended consequences.

Gender Integration through Training

▪ Just providing training alone in a Mission (i.e., USAID/Ethiopia) or Bureau (i.e., EGAD) had limited impact. However, when training was combined with technical assistance (as in RCSA, Rwanda or Madagascar) or small grants (such as Nepal) to reinforce the training concepts and get counterparts at the Bureaus (i.e., D&G Center) and Missions (i.e., USAID/Morocco) or the host country (i.e., Uganda Makerere University and National Environment Management Authority) to collaborate on implementing gender action plans resulting from training, the impact was positive and gender was integrated into ongoing development programs and institutional systems.

▪ In both Uganda and Morocco, the two countries where WIDTECH training will most likely have the highest impact in terms of learning and application of gender analysis, the same training approach was used. First, a needs assessment was conducted followed by a training and a post workshop evaluation. Within six months to two years, a second assessment was followed by another training with a final evaluation to show results. This two-stage training process provides opportunities for clarification of terms and methods,

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[33] Sector-based technical assistance impact is discussed above.

reinforcement of lessons learned through activities trainees are expected to implement during the interim session, and internal learning by adult participants.

- Another long-term impact of training was the broad use of the materials developed by WIDTECH for the global Gender and Results training. The materials were subsequently used by the PHN Working Group, the D&G Center for a series of global meetings of D&G Officers, by the Environment Center and by MSI in training their cadre of IWID Fellows. The Parks in Peril training guide produced by the WIDTECH Environment specialist has also been used in the LAC Bureau and Missions widely.

- WIDTECH's technical specialists in environment and democracy and governance who brought technical and training expertise into daily working relationships with the Centers or Bureaus (LAC Bureau, D&G and ENR Centers) with which they worked made the most substantial impact in terms of Bureau staff's learning and applications of gender concepts and analysis.

Gender Integration through Small Grants

- The impact of WIDTECH's small grants program on addressing gender issues through innovative strategies at the field level could have been higher if there had a clear and consistent purpose for the program from the beginning.

- Among the 27 small grants provided to NGOs worldwide, WIDTECH helped build linkages with USAID Missions and their local NGO counterparts while providing some capacity strengthening for NGOs through the review and feedback during the proposal writing process, submission of financial statements, and developing work plans to implement proposed activities. The highest impact was reached when WIDTECH provided direct technical assistance to the grantees in the design and implementation of their activities such as in Nepal, Burkina Faso, Uganda, Bosnia-Herzegovina, Karat Coalition based in Poland, Brazil and El Salvador.

- Another level of WIDTECH impact is measured by the ability of grantees to obtain follow on funding from other donors as was the case of PESACRE in Brazil, Women's Center in Albania, VESTA in Bosnia Herzegovina and CECI in Nepal.

Gender Integration through Communication and Dissemination

- WIDTECH's communication and dissemination strategy included production and dissemination of documents, electronic communications, and presentations, workshops and conferences. The intent was to reach audiences quickly but also to ensure that the information was accessible over the longer term through on-line search engines and document services. The various strategies used had differing levels of impact.

- Overall, the marketing strategies of WIDTECH and G/WID did not create sufficient visibility to the project to bolster demand for technical services. However, marketing mailings did impact on demand after 1999 when they became systematic semi-annual mailings.

- Reports and *Information Bulletins* were sought after by audiences already interested in gender, while WIDTECH reached larger audiences including newly interested people through the website, seminars and targeted listservs. Among these, the democracy and governance listserv that maintained continuous communication and sharing of information among USAID Missions, Bureaus, donors, U.N. Agencies and NGOs on democracy and governance issues and experiences was an innovative and effective communication strategy.

- WIDTECH seminars on technical assistance results and sectoral topics, the Community Conservation Coalition monthly seminar series called "Conversations," among others drew together USAID, NGOs and other donors to discuss new areas of research and innovative approaches to gender integration. These were well attended but the verbal presentations needed to be supported by written documents to ensure long-term access to the content of the presentations.

SYNTHESIS OF LESSONS LEARNED

The operational achievements and impact sections have analyzed WIDTECH accomplishments and experience by sector and programmatic area of emphasis. This section focuses on the commonalities across all areas to suggest overall lessons learned under the WIDTECH project.

<u>Strategic Approach</u>: Successful gender integration starts with sector-specific goals while emphasizing cross-sector linkages, builds coalitions among allies in USAID and its partner organizations from assessment to implementation of activities, and aims at enhancing sustainable development results.

WIDTECH's strong reputation in technical assistance and technical gender training stem from a strategic approach that started with the Agency's sectoral goals and proceeded to understand where and when gender led to the achievement of sustainable development results. For example, WIDTECH used community conservation as a way to involve communities living in and around protected areas in participatory environmental decision-making, and built on democratic principles of participation, accountability, and transparency to ensure equitable participation in community-based decision-making processes. Similarly, WIDTECH used the same concepts of broad-based participation and democratic principles to focus attention on women's participation in government, in civil society, in public debate, and in decision-making and the importance of such participation to the development of sound democratic systems.

WIDTECH also approached gender as a central building block for cross-sectoral linkages. Under community conservation programs, income-generating activities for women stimulated economic development in El Salvador, land tenure and resettlement issues linked environment initiatives with rule of law in Guatemala, and analysis of environmental education materials from a gender perspective highlighted the importance of human capacity development for community conservation in Peru. Similarly, WIDTECH demonstrated in E&E and Africa regions that women would find the time and be willing to engage in local government if they see tangible results to their political participation, including improvements in water, health, education, employment, and income. WIDTECH also combined efforts in different sectors as a means of achieving greater results in girls' and women's education. WIDTECH assisted USAID Missions in Nepal and Morocco in their experiments with gender as a cross-cutting theme, integrating initiatives in education, economic growth, environment, and democracy programs for women's empowerment. In USAID/Zimbabwe, the education strategic objective was reformulated with linkages to HIV/AIDS objectives.

WIDTECH's experience clearly showed the importance of coalitions with host country governments in Guatemala, El Salvador, and Uganda and NGOs in Brazil, Ecuador, El Salvador, Nicaragua, Burkina Faso, Benin, Senegal, Ethiopia, Nepal, and Poland in addressing gender issues at policy, project, and community levels to leverage longer-term impact and achieve sustainable results.

Modalities: Under USAID's Managing For Results framework, there is a great demand for sector-based technical assistance in gender issues, technical results-oriented gender training, small grants to build linkages with and strengthen the capacities of local NGOs working on women in development, and information sharing on comparative approaches to gender integration and their results.

In the past 25 years, USAID has made notable progress in recognizing the value of gender issues in sustainable development efforts but still lacks the adequate skills to address them. With the enforcement of the Agency's Gender Action Plan and the revised ADS guidelines, Mission and Bureau demand for technical assistance, training, and information on sector-specific tools and best practices along with NGO demands for small grants is bound to grow. Some important lessons from WIDTECH modalities of operation include: 1) technical sector specialists with gender expertise rather than WID generalists provide effective technical assistance in achieving sector goals; 2) in addition to global, regional, or Mission based gender trainings offered by a G/WID contractor, integrating gender into Agency training programs for each sector, strategic objectives, and performance monitoring is essential; 3) information dissemination by a variety of means can be an effective way to communicate results and keep gender advocates informed, interested, and connected; 4) in light of the overwhelming demand for small grants from NGOs, it is critical for G/WID to focus its grants program thematically and regionally, even if the effort is limited to follow-on support to technical assistance and training in Missions.

Management: Strategic management of a demand-driven contract is critical to avoid fragmented activities resulting in limited learning and impact. G/WID and its contractor must work as a team to provide technical leadership; build linkages with Mission and Bureaus to market project services, as differentiated from other procurement mechanisms; and engage in systematic monitoring and evaluation of project outputs against its expected results.

WIDTECH's experience clearly demonstrated the essential technical and structural elements of a successful technical assistance contract. Under technical elements of success, the key lesson learned was the importance of long-term technical collaboration among WIDTECH, G/WID, and Bureau specialists in facilitating gender integration in development programs. WIDTECH provided high-quality technical experts in the environment and democracy and governance sectors that served, for the most part, through the life of the contract and built collaborative partnerships with their G/WID and Bureau counterparts. Conversely, the economic growth specialist changed several times and the education and population, health, and nutrition specialists were eliminated by G/WID by 1999, making it more difficult to build strong alliances with the HCD, PHN, and EGAD Centers. Throughout its lifetime, WIDTECH had a sound strategic approach to gender integration that was refined over time with the accumulation of experience across sectors and regions. WIDTECH's strategic approach was well received by Agency staff in technical assistance and training activities.

Under structural elements of success for a demand-driven contract like WIDTECH, the fundamental lesson learned was the importance of strategic management based on systematic

project monitoring to promote comparative learning and achieve broad-based results. WIDTECH's self-initiated midterm evaluation and assessment of the small grants program in the fourth year identified regional and sectoral gaps in services that were substantially rectified through initiatives proposed to G/WID. Demand for WIDTECH services was greatest when G/WID facilitated communication and marketing with Missions and Bureaus, and when G/WID and WIDTECH worked closely together. Through regular dialogue, these partners can ensure effective technical collaboration and efficient administrative systems and can jointly craft proactive initiatives and collaborative efforts with G/WID's other procurement mechanisms.

Impact at Mission and Bureau Levels: Single short-term interventions through technical assistance, training, small grants, and information dissemination are worthwhile but have limited impact on Mission and Bureau programs. When technical assistance and training are interwoven and supplemented by consistent information dissemination and small grants to Mission and Bureau counterparts, there is significantly higher impact on increasing commitment and skills for mainstreaming gender issues in development programs and for creating a community of gender advocates.

In the absence of systematic monitoring and evaluation, there is limited evidence to link WIDTECH's short-term interventions with long-term goals of institutionalization of gender in Mission and Bureau programs. Single short-term interventions such as the development of Mission Gender Plans of Action and training workshops raised awareness but, unless these interventions were followed by training or technical assistance to reinforce implementation of recommended actions, their long-term impact was doubtful. Similarly, project-specific technical assistance had very important impact on certain projects such as WIDTECH's survey on women's economic activities prior to the design of USAID/Egypt's Agricultural Utilization and Transfer Project, but such targeted assistance had limited spill-over effects to other program areas unless specific measures were undertaken by Missions with follow up technical assistance. Long-term impact could be optimized by follow-on and input through other modalities; however, given limited resources, there may be a trade-off between meeting many disparate demands in an unfocused manner and providing a critical mass of inputs to promote sustainable change in gender integration practice at targeted points in the Agency.

WIDTECH's impact was highest in Missions and Bureaus where there were committed leaders, effective WID Officers, and knowledgeable staff on gender issues who requested a series of WIDTECH services over a long period of time. WIDTECH established long-range relationships with the D&G Center and the LAC Bureau through collaboration with inside allies, gender advocates, and WID Advisors in these Bureaus. The initial focus on building awareness and skills for gender analysis through evaluations and training workshops contributed to requests for ongoing technical assistance for program development and project monitoring.

Moreover, the evolution of repeat technical assistance assignments from USAID Missions, ranging from assessment to implementation to capacity building, was also a reflection of WIDTECH's positive impact. Examples include the West Africa Regional Program's Cross

Border Trade study followed by small grants to local NGOs, USAID/Morocco's gender strategy followed by training to staff and partners, USAID/Jordan's gender strategy followed by a survey on women's economic activities to inform the design of its Micro Finance Project, USAID/El Salvador's technical assistance to the Ministry of Environment for revising environmental policies followed by a small grant to an NGO called Alliance of Rural Peoples implementing conservation programs, and USAID/Guatemala's gender strategy followed by a series of technical assistance and training in the environment sector culminating in the development of a gender integrated environment objective.

Impact at a Global Level: The global impact of a G/WID technical assistance project is exponentially increased by working in partnership with host country governments and NGOs and building alliances with regional coalitions and international institutions.

WIDTECH experience provides many lessons in how working in partnership with USAID counterparts, including host country governments and NGOs, through technical assistance, training, and small grants reinforces local capacity to enhance short-term technical assistance impact at a global level. In Uganda, WIDTECH's collaboration in 1998 with the Natural Resources Management Agency and Makerere University in organizing a gender training for all district environment officers led to continuous monitoring by local counterparts after the short-term training was completed. WIDTECH's follow-on small grant to Makerere University resulted in a second training two years later with the same participants addressing the obstacles they faced in implementing their gender action plans. In Nepal, WIDTECH sought the collaboration of the Global Bureau's EGAD Center to provide technical assistance in the research and implementation phases of a small grant to an NGO (Canadian Centre for International Studies and Cooperation/Centre for MicroFinance [CMF]) to develop microinsurance schemes for women microentrepreneurs. This tripartite collaboration resulted in capacity building for CMF; more in-depth research findings; and ultimately a more effective pilot insurance scheme for women, one of the first of its kind in the world.

Under the LAC Bureau assistance, WIDTECH's experience demonstrated that global impact could be achieved at the policy level as well by assisting USAID's partner organizations that have global outreach. As a result of the gender position paper written by WIDTECH, The Nature Conservancy changed its institutional policies and structures to incorporate gender concerns in natural resources management. Moreover, as co-founder of the Community Conservation Coalition, WIDTECH worked with international institutions like The Nature Conservancy, World Wildlife Fund, and Conservation International to organize seminars on global issues such as conservation and population dynamics. Working with regional alliances like MERGE, a coalition of environmental NGOs in the LAC region, also gave opportunities for WIDTECH to be among the organizing partners of the Regional Forum on Conserving Biodiversity, where best practices were presented and future policies were agreed upon for community conservation, protected areas, and gender in the LAC region.

Another sphere of global impact at the policy level was WIDTECH's assistance to the President's Inter Agency Council on Women (PICW) and the OECD/DAC. WIDTECH's long-term technical assistance to the PICW's Women and The Economy Working Group was very influential in efforts to integrate gender in the Asia Pacific Economic Cooperation's

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(APEC) structure, processes, and activities, including the development agendas of the APEC's member governments. WIDTECH's long-term assistance to the OECD/DAC contributed to developing new DAC guidelines on Poverty Reduction.

WIDTECH came closest to impact on women themselves when it coached a group of women from Central Asia and Eastern Europe to consolidate the regional KARAT coalition, to give a voice to the East European women's unique circumstances and issues at the Five Year review of the Beijing Platform for Action in New York. WIDTECH assistance gave these women an opportunity to acquire skills in building coalitions, preparing position statements and lobbying around common concerns, and responding to media with self-confidence.

CONCLUSIONS AND RECOMMENDATIONS:

The empirical and experiential knowledge base in gender and development policy and practice has increased considerably over the past 20 years, and has accelerated at an exponential rate since the Beijing Conference in 1995. Most development agencies no longer question "why" they should invest in gender but ask "how" to address gender issues in an effective and efficient manner. They increasingly recognize they need to know how "…gender relations affect the achievement of sustainable results and how results will affect the relative status of women" [and men] (ADS 200 Series, 201.3.4.11, Technical Analysis for Strategic Plans). Gender integration at an institutional level materializes when there are sufficient resources—human, technical, and financial—to ensure development programs are informed by solid gender analysis, when Agency policies and guidelines demand attention to gender, when development practice reflects adherence to those guidelines, and when staff are held accountable for gender results.

Despite the challenges it faced during its lifetime, WIDTECH was a very effective project. It led to substantial impact at the conceptual level by defining creative approaches and strategic frameworks for sector-based technical assistance. It demonstrated that addressing gender issues in one technical sector leverages results in another. It impacted at the institutional level by successfully supporting gender integration throughout the Agency and in partner organizations through timely, high-quality technical assistance in design, implementation, and monitoring and evaluation; information gathering, research, and dissemination; training and capacity building; and small grants to support innovative approaches tested by NGOs and other institutions.

Based on knowledge and experience gained through WIDTECH's five-year period of performance, the following recommendations are provided to guide the next steps USAID can take to ensure development policies and practices with gender equitable results. The following recommendations are limited to those that can be implemented by a project such as WIDTECH, although some depend on actions that must be initiated internally by USAID.

1. **Promote gender-equitable outcomes by using democratic principles of participatory decision making in programs and activities; investing in women's capabilities so they can better contribute to and benefit from economic, legal, political, and social development; and addressing emerging issues such as women's access to insurance, regional trade, and other employment and economic opportunities.** WIDTECH demonstrated that addressing women's concerns such as access to potable water stimulated their interest in and commitment to investing their scarce time in community decision-making processes. By focusing investments on reducing institutional and structural constraints that limit women's access to and control over resources, including savings, credit, business training, and insurance, WIDTECH showed that women can play more effective roles in achieving development outcomes. Moreover, results showed that these investments converted into benefits in other sectors. USAID should take steps to ensure that others know about and can build on the experience and knowledge generated by WIDTECH to ensure equitable development processes and outcomes.

2. **Ensure that gender integration projects have a set of modalities that will allow them to be responsive to different types of needs and that can build on one another.** The WIDTECH Project provided a range of services—technical assistance, training, information, communication and dissemination, and small grants—in addition to having the capacity to issue Task Orders. This package of services should be tailored to respond to the differing needs of Missions, Bureaus, and partner institutions but should be marketed in ways that illustrate their interactive and additive benefits.

3. **Ensure that contracts that aim to support gender integration respond to the perceived and felt needs of USAID and its partners and promote the use of services through regular marketing outreach.** Demand-driven contracts are more likely to respond to real needs and opportunities; however, for that to happen, the clients must have the opportunity to express their needs. G/WID should reach out to USAID staff and partners to identify their needs in integrating gender into their strategic planning and program implementation processes. Once the new contract is awarded, G/WID and WIDTECH successor should develop marketing strategies to inform USAID Bureaus and Missions on a recurrent basis of available services.

4. **Ensure that WIDTECH's successor emphasizes gender integration within the Agency's strategic framework for each sector.** WIDTECH's experience underscored the successful approach of focusing on Agency's sectoral goals and analyzing where and when gender integration would lead to the achievement of sustainable development results. Lessons learned on this approach have been consistent through WIDTECH's work in the environment, democracy and governance, economic growth, and education sectors. USAID staff and partners have acknowledged the effectiveness of this approach in technical assistance and training. G/WID should transfer these lessons to WIDTECH's successor.

5. **Create a web of gender expertise throughout the Agency by continuing to build gender capacity of sector specialists in USAID and partner organizations.** Building gender capacity should be done in a systematic manner, as the experience of the D&G Center showed under WIDTECH. G/WID should provide technical leadership and work with WIDTECH's successor, PPC, and the Global Bureau Technical to ensure that all Agency sector-based and operational trainings and results management workshops have appropriate gender expertise on the training design teams and have sector specialists with gender expertise as trainers. This process can be overseen by the G/WID technical assistance project for the sake of efficiency, consistency, and effectiveness. Similarly, training workshops conducted in Missions should have sector specialists as gender trainers and should seek out and build capacity of local gender trainers from partner organizations.

6. **Identify allies and build coalitions to extend the web of gender expertise, knowledge, and practice throughout and outside of the Agency.** A highly effective strategy used by the Environment and the D&G specialists was to identify allies within USAID and partner institutions and to work with them on a continuous basis to create a critical mass of people with interest in using gender approaches and methodologies to improve the development process and its outcomes. G/WID should provide technical leadership and facilitate the process of technical collaboration through its networks within Bureaus and Missions to improve gender integration in Agency policies and programs. Likewise, the Missions should facilitate the process of building linkages with local partners to initiate innovative projects to advance the knowledge base and implementation of gender sensitive programs. WIDTECH's successor should replicate this strategy, build on the alliances already formed, and create new ones as needed.

7. **Under the Agency's results framework and the new ADS guidelines that call for explicit gender integration in program planning, implementation, and monitoring and evaluation, expect and measure results under gender-sensitive programs to demonstrate the impact of integrating gender for sustainable development outcomes.** WIDTECH's successor and G/WID should work with USAID Bureaus and Missions to establish management and administrative actions needed to ensure gender integration and assess program results through the Agency performance measurement systems such as the R-4s. WIDTECH began this process with the Africa Bureau and Environment Center R-4 reviews that WIDTECH's successor can build on.

8. **Create opportunities for Bureaus and Missions to share their innovations in gender integration with their peers in the Agency.** The PHN and D&G Centers, the E&E and LAC Bureaus, and Missions such as Rwanda, Morocco, Nepal, and Guatemala have developed ownership for integrating gender into their policies and practice. Other USAID staff could learn from these examples. Moreover, WIDTECH developed expertise in conducting gender assessments and developing Gender Plans of Action that should be shared with others. G/WID should ensure that WIDTECH's successor takes stock and identifies creative innovations, documents successful approaches, and disseminates these lessons broadly to USAID and its partners.

9. **Follow up on efforts initiated under WIDTECH to maintain the momentum of gender integration started at the Mission level.** WIDTECH supported a number of Missions as they began conducting gender assessments, designing Gender Plans of Action, discussing Mission Orders, implementing administrative and management actions to support gender integration, and conducting gender training. It is important to continue to work with these Missions because they are most likely to show demonstrable results in the medium term if the momentum is maintained. G/WID should work with WIDTECH's successor to prioritize assistance to these Missions while responding to others that request assistance for the first time.

10. **Engage communities, Missions, and partners in using gender analysis to identify factors that contribute to gender inequities and undermine development investments and to prioritize among these factors to achieve maximum impact.** Sometimes, the most critical areas of need for reducing gender inequities and improving impact are the long-standing practical concerns of women and men, such as access to education, technology, financial resources, or health services. It is important to resolve this "unfinished business" while identifying emerging issues that need attention such as women in post-conflict environments and gender budgets. Resources should be allocated in such a way that a wide range of issues can be addressed with sufficient focus through programs that emphasize cross sectoral linkages.

11. **Develop a monitoring and evaluation plan to document project progress and results, and use this plan as a tool for strategically and systematically managing the activities and performance of WIDTECH's successor.** The demand-driven nature of a contract creates some limitations in terms of having a prescribed monitoring and evaluation plan. However, any project will be designed to implement activities based on a strategic framework with expected results. By building on that framework, WIDTECH's successor could create a living monitoring and evaluation plan that is linked to G/WID's strategic objectives but also is sufficiently flexible to take account of activities that support Missions' and other clients' needs. This plan should capture results issuing from all activities performed under the contract, including technical assistance, training, small grants, and communication and dissemination strategies. Besides the quarterly reports and annual workplans submitted since the beginning of WIDTECH, G/WID requested semi-annual performance monitoring reports against the achievement of its strategic support objectives starting in the year 2000. These monitoring reports provided essential information on project progress and became a tool for WIDTECH and G/WID to strategically manage the project. WIDTECH's successor should build on this experience.

ANNEX 1
COMPILATION OF WIDTECH ACTIVITIES
AND WIDTECH TASK ORDERS

COMPILATION OF WIDTECH ACTIVITIES

TECHNICAL ASSISTANCE—Pending Requests (31 Dec 2001)			
Activity	**SSO**	**Date Initiated**	**Status**
TA—**Bangladesh**: Anti-Trafficking		Jun-01	Inquiry
TA—**Colombia**: Human Rights, Local Governance		May-01	Inquiry
TA—**Ghana**: Expression of interest		Nov-01	Inquiry
TA—**Guatemala**: On-going support to Mission SO5		Extension of LT support	Request
TA—**Honduras**: Gender in CSP		Jun-01	Request
TA—**LAC**: On-going Support to Bureau		Extension of LT support	Request
TA—**Mali/DG**: Design proj. women's political participation		Dec-01	Request
TA—**Moldova**: Anti-Trafficking		Jun-01	Inquiry
TA—**Namibia**: Gender and HIV/AIDS study		Oct - 01	Request
TECHNICAL ASSISTANCE: On-going			
Activity	**SSO**	**Date Initiated**	**Status**
TA—**Ecuador**: Follow-up to Ecuador Regional Meeting	SSO4	May-01	On-going to Jun-02
TA—**Eritrea**: Gender Centre at University	SSO2	Jan-02	On-going to Mar-02
TA—**Madagascar**: Gender assessment and training	SSO4	Aug-01	On-going to Mar-02
TA—**Mali**: Education	SSO2	Jul-01	On-going to Mar-02
TA—**RCSA**: 2-phase (assessment and training)	SSO4	Oct-01	On-going to Apr-02
TA—**Rwanda**: 2 phase (assessment and training)	SSO4	Jun-01	On-going to Apr-02
INFO BULLETINS - On-Going			
Activity	**SSO**	**Date**	**Status**
Info Bulletin: Lessons Learned over LOP	SSO4	Nov-01	Ongoing Publication Mar-02
COMMUNICATIONS: On-going			
Activity	**SSO**	**Date Initiated**	**Status**
Website: On-going maintenance and update	SSO4		On-going

TASK ORDERS: On-going			
Activity	**SSO**	**Date Initiated**	**Status**
G/WID: NGO Grants to Women's Organizations	SSO4	Sep-00	On-going
G/WID: Research Support / GenderReach	SSO4	Mar-98	On-going
G/WID: SAGE	SSO2	Nov-98	On-going
Morocco: Training of partners (GOV + NG0s)	SSO4	Sep-00	Ongoing
COMPLETED TAs			
Activity	**SSO**	**Date Initiated**	**Status**
Africa Bureau: CILSS	SSO1	Sep-99	Completed
Africa Bureau: West Africa Regional Strategy	SSO4	Sep-99	Completed
AFR/SD Bureau: Gender, agr., nutrition workshop	SSO1	Apr-01	Completed
ANE Bureau: Strategy Reviews, Indonesia	SSO4	May-00	Completed
ANE Bureau: USAID/Nepal, Hydropower Policy and Development	SSO1	May-00	Completed
ANE/PHN SOTA Training Course:	SS04	Aug-97	Completed
Angola: Assessment of Constraints to Women's Participation	SSO4	Jan-97	Completed
Angola: DG Assessment and Agriculture Brief for Mission Strategy	SSO1	Dec-99	Completed
Angola: Gender in CSP	SSO4	May-01 Report under review	Completed
BASIS: Uzbekistan Agriculture Workshop	SS01	Dec-97	Completed
Benin: Gender Assessment	SSO4	May-01	Completed
Brazil: Environment NGO Partner Support	SS04	Oct-97	Completed
Bulgaria: Gender Action Plan	SSO4	Jan-00	Completed
Burundi: Burundi Women Peace Meeting in Uganda	SSO4	Oct-98	Completed
Community Conservation Coalition: Fundraising proposal	SSO4	Jul-01	Completed
Dominican Republic: NGO Sustainability (Phase I)	SSO4	Aug-97	Completed
Ecuador: Galapagos Study	SSO4		Completed
Egypt: Grapes: Data Analysis	SSO1	May-97	Completed
El Salvador: ADS Guidelines report (Reg. Env. Program)	SSO4	Nov-00	Completed
El Salvador: Asst. with WIDTECH Small Grant Proposal	SSO1	Mar-99	Completed
El Salvador: Debriefing w/ Min. of Env. On WIDTECH Small Grant	SSO4	Nov-00	Completed
El Salvador: Gender/Environmental Prog. Design	SSO4	Feb-98	Completed
El Salvador: Strategic Plan for Ministry of Environment	SSO4	Mar-99	Completed
El Salvador: Gender in MARN/donor activities	SSO4	Feb-00 Report pending	Completed
ENI: Community Mobilization and Local Dev.	SSO4	Mar-98	Completed
Eritrea: Gender and Human Capacity Development	SSO4	Jan-00	Completed

Activity	SSO	Date	Status
Eritrea: Microenterprise and Women	SSO1		Completed
G/WID: Africa R-4 Reviews	SSO4	Apr-00	Completed
G/WID: Agribusiness Literature Review	SS01	Nov-98	Completed
G/WID: Beijing Conference Commitments and Follow up Regarding Girls' Education	SSO2	Dec-98	Completed
G/WID: Beijing +5, ECE Support	SSO4	Nov-99	Completed
G/WID: Connect Research on Impacts of Privatization of Women in ENI with Missions' work.	SSO1	Apr-99	Completed
G/WID: Environment R-4 Review	SSO4	May-00	Completed
G/WID: Gender Database	SSO4	Jan-98	Completed
G/WID: Gender Plan of Action Field Assessment Desk Study	SSO4	Nov-99	Completed
G/WID: Gender Plan of Action: Language	SSO4	Feb-97	Completed
G/WID: Genderizing ADS	SSO4	Jan-00	Completed
G/WID: Global Bureau Training Survey	SSO4	Oct-00	Completed
G/WID: Historical Analysis of Girls' Education: Trends and Developments	SSO2	Dec-98	Completed
G/WID: Inventory of LAC WID Activities	SSO4	Jun-98	Completed
G/WID: PICW: Background Research for Anti-trafficking Legislation	SSO4	Jan-00	Completed
G/WID: PICW: Beijing +5, Implementation of the Platform for Action	SSO4	May-99	Completed
G/WID: PICW: Beijing +5, Progress Review	SSO4	Feb-00	Completed
G/WID: Strategic Plan Review & Indicator Dev.	SSO4	Feb-97	Completed
G/WID: Support to OECD/DAC - Phase I	SSO1	Feb-98	Completed
G/WID: Technical Support for SO1 Activities	SSO1	May-00	Completed
G/WID: Technical Support for SO4 Activities	SSO4	May-00	Completed
Gender Integration in the Activities of APEC: State Dept. Support	SSO1	Oct-98	Completed
Girls' and Women's Educ. Conf.: Phase I	SSO2	Jul-97	Completed
Girls' and Women's Educ. Conf.: Phase II	SSO2	Jan-98	Completed
Guatemala: ADS Guidelines report (Reg. Env. Program)	SSO4	Nov-00	Completed
Guatemala: Assistance to Reg. Program/PROARCA	SSO4	Mar-99	Completed
Guatemala II: Gender and Parks	SSO4	Jun-98	Completed
Guatemala: PASCA - HIV/AIDS	SSO4	Apr-97	Completed
Guatemala: Peten Review	SSO4	Mar-99	Completed
Guatemala: Regional Program Review	SSO4	Mar-97	Completed
Guatemala: Strategy Design for Maya Biosphere Project (Bilateral Peten Program)	SSO4	Nov-00	Completed
Guatemala: SO-5 Strategy	SSO4	May-01	Completed
Guatemala: SO support	SSO4	May-01	Completed
Guatemala: M&E Specialist	SSO4	Dec-01 Report pending	Completed
Guatemala: Peten-land tenure and gender study	SSO4	May-01	Completed
Guinea: Gender Advisor for Equity Committee	SSO2	Jul-99	Completed
Haiti: Strategic Planning	SSO4	Sep-97	Completed
India: Gender integration	SSO4	Summer 01	Completed

Activity	SSO	Date	Status
Jordan: Economic Growth Strategy Bkgd. Paper	SSO1	Jan-97	Completed
Jordan: Microenterprise Assessment	SSO1	Oct-97	Completed
Jordan: NGO Needs Assessment	SSO4	May-97	Completed
Kenya: Review of Gender Issues in USAID/Kenya Integrated Strategic Plan	SSO4	Sep-00	Completed
LAC: Support to the Bureau	SSO4	Jan - Dec-00	Completed
LAC: Support to the Bureau	SSO4	Jan - Dec-01	On-going
Lebanon: Preliminary Assessment	SSO4	Apr-98	Completed
Macedonia: Gender and Political Participation	SSO4	May-00	Completed
Malawi: Gender component of env. assessment	SSO4	Report pending	Completed
Mali: Increasing Women's Participation in Local Decision-Making	SSO4	Oct-00	Completed
Mali: Gender Assessment and Plan of Action	SSO4	Jul-01 Report under review	Completed
Mexico: Community Cons. TA to USAID Partners	SSO4	Jul-99	Completed
Mexico: SO Review	SSO4	Mar-97	Completed
Morocco: Gender Strategy	SSO4	Jul-99	Completed
Morocco: Case study, gender as cross-cutting theme	SSO4	Sep-00	Completed
Nepal: Female Literacy	SSO2	Feb-98	Completed
Nepal: Hydropower Policy and Development	SSO1	Jul-00	Completed
Nepal: Peace Corps training	SSO4	Oct-01	Completed
Nepal: SO3 Case Study	SSO4	Jan-98	Completed
Nepal: Strategic Objective Review	SSO4	Apr-01	Completed
Nepal: Synergy/Strategic Objective Integration	SSO4	Jan-97	Completed
Nepal: Women's Empowerment Panel	SSO4	Nov-98	Completed
PIP Evaluation:	SSO4	Jun-97	Completed
PIP Evaluation: Gender & Environment Guide	SSO4	Aug-98	Completed
PIP/TNC: Clinch Valley	SSO4	Nov-99	Completed
PIP/TNC: Mexico	SSO4	Aug-99	Completed
PIP/TNC: LAC Bureau	SSO4	Apr-99	Completed
Peru: Basic Education	SSO2	Oct-97	Completed
Peru: Environmental Survey	SSO4	May-98	Completed
Peru: Gender & Environment	SSO4	May-98	Completed
Peru: National Survey	SSO4	Jun-98	Completed
Peru: Photojournalist	SSO4	Oct-00	On-going
Peru: Gender assessment of SOs	SSO4	Jul-01 Report pending	Completed
Philippines: Gender Integration in Strategic Planning	SSO4	Feb-97	Completed
President's Interagency Council on Women:	SSO4	Dec-98	Completed
Romania: Gender and Local Development	SSO4	Jul-99	Completed
Romania: Gender Assessment	SSO4	Report under review	Completed
South Africa: Gender Strategy - Phase I	SSO4	May-97	Completed
South Africa: Gender Strategy - Phase II	SSO4	May-97	Completed
South Africa: Gender Strategy - Phase III	SSO4	May-97	Completed
Ukraine: Parliamentary	SSO4	Jun-97	Completed
Ukraine/Regional: Gender Action Plan	SSO4	Nov-00	Completed

Activity	SSO	Date	Status
WA Regional Program (WARP): West African Women's Trade Links	SSO1	Nov-99	Completed

COMPLETED TRAININGS			

Activity	SSO	Date Initiated	Status
Brazil: Environment Training Workshop	SSO4	Jun-97	Completed
Ethiopia: USAID Staff and Partners	SSO4	Jan-00	Completed
D&G/Africa Training/Ghana:	SSO4	Oct-97	Completed
D&G/ANE Workshop in Bangladesh:	SSO4	Mar-97	Completed
D&G/ENI Training/Zagreb:	SSO4	May-97	Completed
DG Center: Gender Session on DG Annual Officers and Partners Training	SSO4	Sep-00	Completed
G/EGAD Staff Training I: Gender Input into Case Studies	SSO1	Nov-00	Completed
G/EGAD Staff Training II: Gender Input into Case Studies	SSO1	Apr-01	Completed
G/WID Staff Training: Reflections on WID/GAD	SSO4	6/01?	Completed
G/WID: IWID Fellows Orientation	SSO4	Sep-00	Completed
G/WID: IWID Fellows Orientation	SSO4	Mar-01	Completed
Gender & Results Workshop	SSO4	Dec-98	Completed
Guatemala: Gender & Env. Workshop & Strategy	SSO4	May-00	Completed
HCD Conference, Gender Integration	SSO2	Feb-97	Completed
HCD Regional Conferences Planning	SSO2	Jun-98	Completed
LAC: Brazil Environment Workshop	SSO4	Aug-98	Completed
LAC: Brazil Strategic Planning Meeting	SSO4		Completed
LAC Bureau: Central America Environmental Officers Training.	SSO4	Oct-00	Completed
LAC Bureau: CA environmental officers training	SSO4	Summer 01	Completed
MERGE/ECOGEN Meeting:	SSO4	May-97	Completed
PROWID Seminar for USAID on D&G:	SSO4	Mar-97	Completed
RCSA Perf. Monitoring & Results	SSO4	Oct-99	Completed
Rwanda: Women as Peace Makers Conference Facilitation	SSO4	Jun-00	Completed
SOTA - PHN Adolescent RH	SSO4	Jul-98	Completed
SOTA - PHN Quality of Care	SSO4	Jul-98	Completed
Uganda: Gender and Environment Training, Phase 1	SSO4	Feb-97	Completed
Uganda: Gender and Environment Training, Phase 2	SSO4	Aug-00	Completed
WIDTECH Consultant Database:	SSO4	Apr-01	Completed
WOW I - Building Skills, Expertise and Linkages: The WID Officers' Workshop	SSO4	Feb-97	Completed
World Bank/WINROCK/NREL: Village Power Conference on Energy Facilitation	SSO4	Dec-00	Completed

COMPLETED INFO BULLETINS

Activity	SSO	Date Initiated	Status
Beijing +5: Strengthening Democracy Skills of Women from Eastern Europe	SSO4	Jul-00	Completed
LAC: Community Conservation and Protected Area Management with a Gender Perspective	SSO4	Aug-01	Completed
Global: A Working Session on Gender and Env.: Moving From Env. Research to Results	SSO4	Dec-97	Completed
Global: WOW I - Building Skills, Expertise and Linkages: The WID Officers' Workshop	SSO4	Jan-99	Completed
El Salvador: Gender and Environmental Management	SSO4	Apr-99	Completed
Jordan: Surveying Women's Enterprises in Jordan	SSO1	Apr-99	Completed
LAC: Working with Women in Latin America and the Caribbean: An Inventory of WIDTECH and USAID Mission Activities: 1997-1998	SSO4	Sep-98	Completed
Peru: Environment and Natural Resources Survey With a Gender Focus	SSO4	Jan-99	Completed
SAGE: Initiatives in Mali and Guinea	SSO2	Feb-01	Completed
Uganda: Gender and Environment: Planning For a Better Future	SSO4	Mar-99	Completed
Ukraine: Democratizing Journalistic Coverage of Ukraine's Economic Transition	SSO4	Mar-98	Completed
West Africa Trade: Based on consultants' reports	SSO1	Mar-01	Completed

COMPLETED COMMUNICATIONS

Activity	SSO	Date Held	Status
Briefing: DG Center Tuesday Group, Beijing +5	SSO4	Feb-99	Completed
Briefing: NDI - Beijing +5	SSO4	Mar-00	Completed
Briefing: Princeton University WWS Gender and Development Course	SSO4	Apr-01	Completed
Brown Bag Video Discussion: Ethiopia: Early Marriage of Girls	SSO4	Feb-01	Completed
Brown Bag Discussion: Status of Eritrean Women	SSO4	Feb-01	Completed
Community Conservation Coalition: Seminar	SSO4	May-01	Completed
Community Conservation Coalition: November 01 workshop	SSO4	Nov-01	Completed
Community Conservation Coalition: Brown Bag of DG small grants study	SSO4	Nov-01	Completed
DG List Serve:	SSO4	Oct-99	Completed
Gender/Conservation Presentation: Guatemala	SSO4	Oct-01	Completed
Gender/Conservation Presentation: The Nature Conservancy	SSO4	Nov-01	Completed
Gender/Conservation Presentation: IRG	SSO4	Nov-01	Completed
Gender/Conservation Presentation: DAI	SSO4	Oct-01	Completed
Gender/Conservation Alliance: Gender and Conservation Workshop	SSO4	Nov-01	Completed

Activity	SSO	Date Held	Status
G/WID: Library Archives/On Line Collection	SSO4	Apr-00	Completed
G/WID: PROWID Conference	SSO4	May-00	Completed
IFPRI Brief: Technologies for Empowering Women	SSO1	Nov-00	Completed
LAC: LAC Regional Environment "Encuentro"	SSO4	Aug-98	Completed
On-Line Policy Dialogue: G/HCD Center, Education-Democracy	SSO4	Feb-00	Completed
Panel Presentation: G/DG Legislative Strengthening Conf.	SSO4	Jun-00	Completed
Panel Presentation: G/DG Partners Meeting, Gender Budgets	SSO1	Dec-00	Completed
Panel Presentation: IFESH Conference Gender and Development in SSA	SSO2	Jul-00	Completed
Peer Review: Gender Issue/Africa Voices	SSO4	Jul-00	Completed
Presentation: Comparative and International Education Society. Washington, DC— "Becoming an Effective Partner in Promoting Girls' Education in Guinea."	SSO2	Mar-01	Completed
Presentation: Ontario Institute for Studies in Education	SSO2	Nov-00	Completed
Presentation: Wageningen U., Gender Mainstreaming in Agricultural Research	SSO1	Oct-00	Completed
PVO Meeting: Gender & Humanitarian Assistance	SSO4	May-00	Completed
Seminar #1: Gender Policies at Work in International Agencies, A Progress Report	SSO4	Feb-97	Completed
Seminar #2: Taking Women Into Account: Lessons Learned From NGO Project Experiences	SSO4	Apr-97	Completed
Seminar #3: Impact of Microcredit Programs	SSO1	May-97	Completed
Seminar #4: Women in Post-Conflict Africa: The Return to Customary Law	SSO4	Jun-97	Completed
Seminar #5: Women's Economic Empowerment in Afr.	SSO1	Sep-97	Completed
Seminar #6: Gender and the Work of Communities in Protecting the Environment	SSO4	Jan-98	Completed
Seminar #7: Democratizing Journalistic Practices & Coverage in Eastern Europe	SSO4	Mar-98	Completed
Seminar #8: Gender Equity in Education in South Africa Challenges and the Way Forward	SSO2	May-98	Completed
Seminar #9: The Lessons Learned from Participatory Conservation	SSO4	Jul-98	Completed
Seminar #11: Women Feed the World: Agriculture, Nutrition and Women in Africa	SSO1	Oct-98	Completed
Seminar #12: CCC: The Nuts and Bolts of Population for Conservation, 1st Series	SSO4	Apr-99	Completed
Seminar #13: CCC: From Fertility Control to Reproduc. Health: The Impli. for the Env., 2nd Series	SSO4	Jul-99	Completed
Seminar #14: How Bus. Dev. Asst. in Ukraine Serves, or Does not Serve, Women in the New Economy: Lessons from USAID/Kiev	SSO1	Aug-99	Completed
Seminar #15: CCC: The Driving Force of Migration and Its Impact on Conservation, 3rd Series	SSO4	Nov-99	Completed

Activity	SSO	Date Held	Status
Seminar #16: Beijing +5 Update, Europe Preparatory Conference in Geneva	SSO4	Feb-00	Completed
Seminar #17: CCC: Issues, Controversies and Implications for Practice, Visualizing Conservation with a Gender Twist, 4th Series	SSO4	Aug-00	Completed
Seminar #18: CCC: Conserving People's Health and the Unique Ecosystems of Madagascar, 5th Series	SSO4	Nov-00	Completed
Seminar: Amazon Women Conference	SSO4	Dec-98	Completed
Seminar: Debriefing at USAID/Washington on Amazon Women's Conference	SSO4	Mar-99	Completed
Seminar: G/WID: Gender and Agribusiness	SSO1	Jan-00	Completed
Seminar: Stocktaking: Integrating Gender into D&G Training	SSO4	Nov-98	Completed
Seminar-American University International Development and Gender	SSO4	Apr-01	Completed
Seminar: Women's Enterprises in Jordan	SSO1	Mar-99	Completed
Seminar/Panel: Women's Empowerment Programs: Promising Practices	SSO4	Jan-99	Completed
Seminar: Women's Cross Border Trade Links in West Africa Debriefing	SSO1	Nov-00	Completed
USAID/Environmental Staff	SSO4	Jun-01	Completed

COMPLETED SMALL GRANTS

Activity	SSO	Date Initiated	Status
AFR/Trade Competition: West Africa Cross-Border Trade: Senegal	SSO1	Dec-00	Completed
AFR/Trade Competition: West Africa Cross Border Trade: Benin	SSO1	Apr-01	Completed
AFR/Trade Competition: West Africa Cross Border Trade: Burkina Faso	SSO1	Apr-01	Completed
AFR/Environment Competition: E. Africa Community Conservation: Uganda	SSO4	Apr-01	Completed
AFR/Environment Competition: E. Africa Community Conservation: Kenya	SSO4	Apr-01	Completed
AFR/Environment Competition: E. Africa Comm. Conservation: Tanzania	SSO4	Apr-01	Completed
Albania: SOO1 Competition - Barriers to Economic Opportunities	SSO1	Aug-99	Completed
Bosnia: SOO1 Competition - Barriers to Economic Opportunities	SSO1	Nov-99	Completed
Brazil: Develop Case Studies	SSO4	Aug-98	Completed
Dominican Republic: Research Project on Engendering The Political Agenda	SSO3	Dec-98	Completed
DR: Social Mapping	SSO4	Mar-01	Completed
Ecuador: Photojournalist Case studies of gender & environment	SSO4	Jun-01	Completed
Ecuador & Peru: Preparation for Encuentro Grupo Randi	SSO4	Jul-00	Completed

Activity	SSO	Date Held	Status
El Salvador: CEASDES	SSO4	Mar-99	Completed
Ethiopia: Appropriate Technology Database	SSO1	Jan-01	Completed
Global: Beijing +5 Workshop Participation Rehabilitation International & World Institute on Disabilities	SSO3	Apr-00	Completed
Mongolia: LEOS	SSO3	Aug-98	Completed
Nepal: Phase I Insurance Scheme for Women in Microfinance programs.	SSO1	Nov-99	Completed
Nepal: Phase II Insurance schemes for microentrepreneurs	SSO1	Dec-00	Completed
Nicaragua: Gender and non-timber forest products	SSO1	Jul-01	Completed
Poland: Eastern Europe Participation in Beijing +5 Prep Com (KARAT Coalition)	SSO3	Mar-00	Completed
Russia: SOO1 Competition - Barriers to Economic Opportunities	SSO1	Aug-99	Completed
Slovakia: Women in Politics Research and Radio Broadcasts	SSO3	Dec-98	Completed
South Africa: Parliamentary Speakers Workshop	SSO4	Jul-98	Completed
South Africa: Viol. in School's, Video Manual & Script	SSO1	Sep-98	Completed
Uganda: 2nd training of District Environment Officers	SSO4	12/99-3/00	Completed

COMPLETED TASK ORDERS			
Activity	**SSO**	**Date Initiated**	**Status**
ANE: Anti-Trafficking	SSO4	Sep-98	Completed
ANE: Gender Advisor	SSO4	Apr-99	Completed
CDIE: Evaluation of Women's Organizations in Post-Conflict Societies	SSO4	Aug-98	Completed
ENI: Gender Database (Documenting WID)	SSO4	Mar-98	Completed
G/WID: Support to OECD/DAC—Phase II	SSO1	Feb-98	Completed
G/WID: Gender Reach	SSO4	Sep-98	
G/WID: Strategies for Advancing Girls' Educ. (SAGE)	SSO2	Jan-99	
G/WID: SSO Tech. Assist. and Admin. Support	SSO4	Sep-00	Completed
G/WID: STTA Gender Integration	SSO4	Sep-00	
G/WID: NGO Small Grants	SSO4	Sep-00	
India: Girls' Education	SSO2	Jul-98	Completed
Indonesia: Gender Advisor, Ministry of Plan	SSO4	Jul-99	Completed
Morocco: Gender training	SSO4	Jan-01	
Nepal: A Case Study of Nepal's Strategic Objectives on Empowerment of Women	SSO4	Apr-98	Completed
Zimbabwe: HIV/AIDS Education SO Re-design	SSO4	Dec-99	Completed

WIDTECH TASK ORDERS

Contract #	Title	Start Date	End Date	CTO
FAO-Q-803-96-00006-00	**Nepal** A Case Study of Nepal's Strategic Objective on Empowerment of Women	04/01/98	09/12/98	Jane Nandy
FAO-Q-01-96-90006-00	**ENI** Gender Database (Documenting WID)	06/15/98	11/13/98	MaryAnne Riegelman
FAO-Q-02-96-90006-00	**OECD DAC** Technical Assistance to the Development Assistance Committee (DAC) of the Organization for Economic Cooperation and Development (OECD)	08/11/98	06/30/01	Shirley Toth
FAO-Q-04-96-90006-00	**CDIE** Evaluation of Women's Organizations in Post-Conflict Societies	09/29/98	04/15/00	Joseph Lieberson
FAO-Q-06-96-90006-00	**ANE** Anti-Trafficking Strategy Development	09/30/98	03/08/99	Elizabeth Warfield
FAO-Q-801-96-00006	**India** Expanding Girls' Education in India	09/17/99	09/31/01	Nalin Jena
FAO-Q-05-96-90006-00	**GenderReach**	09/29/98	03/31/02	Mary Hughs Knox
FAO-Q-07-96-90006-00	**SAGE** Strategies for Advancing Girls' Education	01/15/99	07/31/02	Shirley Toth
FAO-Q-802-96-00006-00	**Indonesia** Gender Advisor	07/12/99	12/31/01	Sumali Ray Ross
FAO-Q-08-96-90006-00	**ANE** Gender/HCD Advisor	07/27/99	09/27/00	Ricki Gold
FAO-Q-801-96-90006-00	**Zimbabwe** HIV/AIDS Design Team	01/10/00	02/18/00	Stephanie Funk
FAO-Q-09-96-90006-00	**SO Task Order** Technical Assistance & Administrative Support to G/WID SSO Teams	09/12/00	09/11/01	Shirley Toth
FAO-Q-10-96-90006-00	**NGO Small Grants** Supporting Women's NGOs in Program Implementation and Advocacy	09/30/00	11/29/02	Shirley Toth
FAO-Q-11-96-90006-00	**STTA/GI** Short-term Technical Assistance to Support Gender Integration	09/02/00	09/01/02	Mary Knox
OUT-FAO-Q-803-96-00006-00	**Morocco GAD** Gender and Development Training Assistance to the USAID/Morocco Mission	01/02/01	06/30/02	Abderrahim Bouazza

ANNEX 2
ILLUSTRATIVE WIDTECH COMMENDATIONS

ILLUSTRATIVE WIDTECH COMMENDATIONS

Date	Author	Position	Location/Subject	Commendation
11/13/01	Amra Atlic	Executive Director	Bosnia/VestaRadio	"Thanks to all of you, VestaRadio can develop its program with adequate equip., in a reconstructed studio w/educated women journalists."
10/15/01	Rula Dababneh	PM Specialist	USAID/Jordan Economic Opportunities Office	"The WIDTECH report was and still is an essential tool for the design and implementation for all activities in this sector; it provides insights on the involvement of women and how to reach women in the Jordanian context."
8/14/01	Sharon Murray, Ph.D.		USAID/Water Team, G/ENV	"Thank you for our participation in the Stakeholder Participation tools session. I was really happy with the way it turned out, and in large part that's because of the high quality of your facilitation and presentation".
7/9/01	Alpha Ibrahima Bah	Education Team Leader	USAID/Guinea	"Congratulations for a very well presented picture of SAGE/Guinea's performance."
7/10/01	Connie Campbell	Director ICCP	USAID/Guatemala The Nature Conservancy	"Without Mary's time and effort, our performance on gender integration, as required by the ADS guidelines, would suffer immensely."
8/31/00	Gloria Cordon	Equity Officer & Project Specialist	USAID/Guatemala	"Thanks for being such a good partner out there."
3/14/00	Jean Freedberg	NDI	Beijing	"I want to thank you so much for coming to NDI today and really educating us all about Beijing, Beijing +5 and the connection to our work…I of course wish that every NDI staff could have heard your presentation."
3/14/00	Bonnie McCassy	REDA/Stara Zagora, Bugaria	UNICEF Against Violence Against Women	"Just a quick note to let you know that I so much appreciate you keeping me informed on these incredibly important women's issues."
2/29/00	Lyn Messner	Peace Corps	National Summit on Africa	"What a wealth of information! Thank you so much for sharing this with me."
12/21/00	Mary Rodriguez	USAID	Data from Performance Tables Desegregated by Sex	"I want to thank you very much for your excellent collaboration in reviewing the tables as well as the Summary of ADS Sections that refer to Gender Integration in the Planning Process…"
11/29/00	Liliana Gil	USAID	USAID/Guatemala	"You don't know how much I appreciate your comments for PROARCALL."
8/11/00	Cate Johnson	G/WID	Macedonia: Women's Political Participation	"As always, wonderfully written, with much food for thought. Thanks for sharing."
6/29/00	Curt Grimm	AFR/USAID	Africa Bureau	"On behalf of the Africa Bureau, I'd like to thank all of you for putting

Date	Author	Position	Location/Subject	Commendation
			SD Wrap-up	together a very informative and insightful presentation at the SD Wrap-Up."
5/10/00	Keith Simmons	Mission Director	USAID/Angola	"This is to express my Mission's appreciation to GWID for positively responding to my request of last December when I solicited Marcia Greenberg's participation in our strategy development process. You will be pleased to hear that, although our strategy is still being finalized, USAID/Angola is showing its greater commitment to gender issues not only by having an IR specifically on gender, under our DG program, but also ensuring that gender is a foremost cross-cutting issue for all other SOs. There is no question that Marcia contributed significantly to our accomplishing this goal…"
3/17/00	Joanne Walby	ABA CEELI	Beijing +5	"Thanks again for the explanation on the Beijing process. It seems to be very rare that one can get a complete background of these ongoing processes."
12/01/99	Kusumastuti	USAID	Gender and Results training	"Thanks to both of you, I have now confidence in influencing people in my team on how important the gender issues are, and we started integrating it in many of our activities, like customer survey, RFAs, etc."
9/1/99	Marianne Kleiberg	Conservation Specialist	Comm. Conservation Strategy/Mexico	"…Mary is a wonderful woman with years of experience in conservation and development issues... I consider this to be an excellent opportunity for the Mexico Program to define its position regarding community conservation…"
6/2/99	Suzanne Kindervatter; Patricia Morris	Director; Gender & Dev. Spec.	InterAction/ CAW	"…we would like to thank you for your presentation at our recent workshop. The participants appreciated your insightful reflections on the process of selecting and adapting a gender analysis framework and their relevance to the challenges many are facing in their own organizations…"
3/16/99	Carmen Aida Gonzalez	Reg. Envi. Program Spec.	USAID/G-CAP	"We are very pleased with the assistance that Mary provided to PROARCA; basically, she helped us on focusing on our upcoming independent evaluation."
3/15/99	Eric Fajer		Peru	"Thanks for your analysis of the Peru environment survey. I found it very interesting. Our education people will be delighted to know that increasing girls primary education is a key environmental investment."
1/15/99	Mary Rodriguez	USAID	Strategic Plan Presentation	"The presentation of the Strategic Plan to the Ministry of Environment was excellent…"
1/12/99	Cate Johnson	G/WID	Women and Public Policy Program at	"Just wanted to let you know that I recently had the pleasure of using the ENI Gender database, and found it wonderful…"

Date	Author	Position	Location/Subject	Commendation
			Harvard	
12/11/98	Aidan Cox	ODI	Scoping Study	"I'd like to take this opportunity to thank you and Isabella for all your very considerable contributions to the Scoping Study."
10/24/98	Jorge Elgegren		Gender & Environment Survey	"In general, the report has laid out very interesting ideas and recommendations that we'll include both in future surveys and the public presentation. The report has thoroughly responded to the SOW as well as the ENR survey hypothesis and findings."
7/24/98	Doreen Kabasindi Wandera	District Envir. Officer	Uganda	"… I will be your Ambassador spreading the message of "Gender and Environment" better planning for the future.."
5/25/98	Jane Nandy		USAID/Nepal	"It's a positive assessment. I think they worked very well as a team and seemed quite compatible in that regard… They interviewed tirelessly and listened well…"
5/14/98	Katie Lynch	Assistant Training Coordinator	WorldWID	"Thank you for taking the time to meet with our latest group of WorldWID Fellows. Their training was greatly enriched by your participation.."
4/17/98	Eric Fajer		PiP External Evaluation	"What a wonderful job Dr. Mary Rojas has done, to date, in her role in the Parks in Peril external evaluation. Having worked with her both in the field and in Washington, I can say that her insights have been trenchant, her ability to communicate outstanding, and her ability to work in teams has been superlative."
3/20/98	Steffi Meyer		Ukraine	"Just wanted to thank you and Leslie for the excellent presentation on the media/focus group activity in the Ukrane."
3/9/98	Muneera Salem-Murdock		USAID/Jordan	"Donna and Linda did an excellent job during Stage 1. The Mission Director, Lew Lucke, and all of us, were very impressed with their hard work, their analysis of the Jordan situation and the need for sound qualitative and quantitative data on the participation of women in the economy on all levels.."
2/17/98	Eric Fajer		Mexico	"The evaluation team's work in Mexico was great and Mary is simply outstanding and great to work with."
11/6/97	Muneera Salem-Murdock		AFR/DG Training	"Marcia was instrumental in getting gender considerations on the table and into the workshop objective…"
7/16/97	Muneera Salem-Murdock		Gender Mtg.	Mary played an important role in our gender workshop. We would like to foster even more the collaboration between WIDTECH and USAID/Brazil."
7/16/97	Ginny Abel		Angola Report	"It is safe to say that your report is perhaps the most comprehensive

Date	Author	Position	Location/Subject	Commendation
				WID assessment which has taken place in Angola."
2/6/97	Jane Nandy		Nepal	"To chart a course for our future built on an expanding foundation of synergy across our three strategic objectives while being mindful of Nepal-specific implementation realities required vision, understanding and not a small bit of nerve. I think we were fortunate that you both embodied all of these characteristics."

ANNEX 3
SELECTIVE LIST OF G/WID PROCUREMENT INSTRUMENTS
DURING WIDTECH'S LIFETIME (1996-2001)

SELECTIVE LIST OF G/WID PROCUREMENT INSTRUMENTS DURING WIDTECH'S LIFETIME (1996-2001)

Economic Growth (SSO1)

1. **African Women Leaders in Agriculture and Environment (AWLAE):** A program of gender training and professional skills building workshops on "Leadership for Change" and establishment of National Committees to increase participation and leadership of African women at all levels of agricultural and environment activity. Focused on Tanzania, Kenya, Uganda, Benin, Senegal and Mali (Winrock International. Completion date: 03/31/00)

2. **Women's Employment in Agribusiness:** A program to develop partnerships with selected international agribusiness firms and academia to explore women's employment issues in agribusiness in developing countries. (University of Illinois. Completion: 10/11/2000)

3. **Strengthening Development Policy:** An integrated multi-country primary data collection and analysis centered research program on a range of gender issues including economic growth, democracy and social development, population and child survival, and the environment (IFPRI. Completion Date: 08/06/2000)

Education (SSO2)

1. **Girls and Women's Education Initiative (GWE):** The Agency's comprehensive Girls and Women's Education Initiative, is managed by G/WID in collaboration with the Center for Human Capacity Development. The initiative supports advocacy for girls' education and helps decision-makers at the national, regional and community levels to identify constraints to girls' school participation as well as create financially sustainable local solutions to overcome those constraints. USAID has brought together distinguished teams of U.S. and host country experts to implement the GWE Initiative: Institute for International Research to create national initiatives in Egypt, Guatemala, Guinea, Mali, Morocco and Peru; World Education to implement five analytical studies among which are Cambodia, Honduras, and Nepal; University of Massachusetts to implement a pilot girls education program in India; Creative Associates to implement an eight country four year pilot program to look at equity in the classroom; Juarez Associates to promote consistent and systematic cross-national data collection and to build local capacity to monitor actions; and DevTech Systems to provide technical and administrative assistance to G/WID in monitoring of program implementation, development of effective communications among stakeholders and information dissemination related to the GWE initiative. (Completion Dates by 09/29/2001 for all except Juarez Associates and DevTech on 09/30/2002).

2. **Strategies For Advancing Girls' Education (SAGE):** Even though this is a WIDTECH task order, its $7 million funding and scope almost make it a project of its own. It is a multi-sector approach to promoting girls education, enabling traditional and non-traditional leaders and institutions to formulate, institutionalize and implement country initiatives for girls' education to ensure substantially increased primary school educational opportunities for girls. It also seeks to improve knowledge of girls' education to better implement related policies, strategies and programs. The countries of assistance are Guinea, Mali, Ghana, Congo, El Salvador. (WIDTECH/AED. Completion Date: 07/31/2002)

Democracy and Governance (SSO3)

1. **Privatization and Women's Employment:** A multi-country program of research, public education and new legislation in Europe and the New Independent States covering Poland, Russia, Ukraine and Bulgaria to focus on women's economic security during major privatization programs. (Women, Law and Development. Completion date: 12/30/1999).

2. **Women's Economic and Legal Rights in Asia:** A multi-country program in Asia focusing on Bangladesh, Nepal, Sri Lanka and Cambodia to provide women with the advocacy tools needed to remove the legal barriers to economic participation such as property rights, employment discrimination and access to credit. (The Asia Foundation. Completion Date: 09/29/2000).

3. **Women's Rights in Africa:** A multi-country program to advance women's rights globally through use of judicial education and international, regional and national human rights legal mechanisms to improve the status of women in Ghana, Uganda and other African countries (Georgetown University Law Center. Completion Date: 09/27/2000).

4. **Women's Rights in Latin America and The Caribbean:** A multi-country program in Bolivia, Peru and Haiti to implement activities designed to strengthen the capacity of organizations that are working to increase the participation of women in governance, protect their legal rights and combat domestic violence. (Partners of the Americas. Completion date: 09/30/2000).

Technical Assistance and Training for Gender Integration (SSO4)

1. **WID Strategies and Resources-Technical Assistance (WIDSTRAT):** A world wide technical assistance and training project to support the integration of gender concerns throughout USAID Bureau and Mission programs. Devtech regional and sectoral advisors operated on-site at G/WID and collaborated on an on-going basis with Central and Regional Bureaus. (DevTech Systems. Completion date: 04/23/2000)

2. **Women in Development-Technical Assistance (WIDTECH):** A worldwide technical assistance and training project to support USAID/Washington and Missions requiring gender expertise in policy development, in program and activity design, implementation and evaluation and to obtain gender training services in each of USAID's strategic focus areas: democracy and governance, population, health and nutrition, economic growth, human capacity development and environment. In addition, the small grants program builds linkages with NGOs and Missions to analyze gender issues and implement pilot activities. (DAI, ICRW, WLDI, AED, DA. Completion Date: December 31, 2001).

3. **The WID Fellows Program:** A worldwide program aimed to increase the number of field-experienced sector specialists who are qualified to design, manage and evaluate gender-sensitive sustainable development programs. It is a demand driven program that requires buy-ins and commitment from Missions and Bureaus to deploy over 50 mid-career professionals in three years. The length of each assignment is one year with the option to extend for a second year. (Institute for International Education (IIE). Completion date: 09/28/2002).

NGO Grants (Program Focus)

1. **Promoting Women in Development Through Advocacy and Research (PROWID):** A worldwide grants program to support activities that strengthen non-governmental and community based organizations' efforts to promote women's full participation in the development process through program interventions, policy oriented and applied research and advocacy. (ICRW and CEDPA. Completion Date: 05/30/2000).

ANNEX 4
G/WID AND WIDTECH MANAGEMENT STAFF
OVER WIDTECH'S LIFETIME

G/WID AND WIDTECH MANAGEMENT STAFF OVER WIDTECH'S LIFETIME

Position (Institution)/Person	1996	1997	1998	1999	2000	2001
G/WID Director (USAID)						
Margaret Lycette	●	●	●	●		
Muneera Salem Murdock (Acting)					●	
Katherine Blakeslee					●	●
WIDTECH Director (ICRW)						
Rekha Mehra	●	●	●	●	●	
Tulin Pulley (Acting)					●	
Tulin Pulley					●	●
Charlotte Johnson-Welch						●
WIDTECH Manager (DAI)						
Peter Davis	●	●	●	●	●	
Belinda Bernard					●	●
WIDTECH Core and Q COTR						
Muneera Salem Murdock	●	●	●	●		
Edward Lijewski				●	●	●
WIDTECH STTA DO COTR						
Mary Knox					●	●

WIDTECH, G/WID AND WIDSTRAT[1] TECHNICAL STAFF OVER WIDTECH LIFETIME

Sector/Person	1996	1997	1998	1999	2000	2001
Economic Growth						
Rekha Mehra, WIDTECH	●	●				
Donna Flynn, WIDTECH			●	●	●	
Tulin Pulley, WIDTECH		●	●		●	
Yeshiareg Dejene, WIDTECH					●	●
Virginia Lambert, G/WID	●	●	●	●		
Jane Hopkins, G/WID	●	●	●	●		
Deborah Rubin, WIDStrat				●	●	
Education						
Nagat El-Sanabary, WIDTECH	●	●	●	●		
Akanksha Marphatia, WIDTECH					●	●
Susie Clay, G/WID	●	●	●	●	●	
Anne Dykstra, G/WID						●
Democracy and Governance						
Marcia Greenberg, WIDTECH	●	●	●	●	●	●
Andrea Allen, WIDTECH						●
Cate Johnson, G/WID	●	●	●	●	●	
Corbin Lyday, G/WID						●
Hannah Baldwin, WIDStrat	●	●	●	●		
Mary Hope Schwoebell, WIDStrat				●	●	
Rebecca Sewell, WIDStrat				●	●	
Environment						
Mary Rojas, WIDTECH	●	●	●	●	●	●
David Gambill, WIDStrat	●	●	●	●	●	
Health, Population and Nutrition						
Joanne Spicehandler, WIDTECH	●	●	●			
Deborah Caro, WIDStrat			●	●	●	
Training Specialist						
Hilary Sims Feldstein	●	●	●	●	●	●

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[1] WIDSTRAT project staff listed here provided on-site technical assistance within the G/WID Office. WIDSTRAT had other staff, who provided similar services in other Offices and Bureaus.

ANNEX 5
WIDTECH CONTRACT MODIFICATIONS

WIDTECH CONTRACT MODIFICATIONS

#	Date Signed	Purpose	
1	8/21/97	Exercise option year 1 to extend period of performance from 9/3/97 through 9/2/98; incremental funding of $850,000 to $3,373,934; replace Shirley Toth with Muneera Salem-Murdock as CTO.	
2	9/25/97	Provide incremental funding of $120,000 to $3,493,934	
3	7/2/98	Exercise option year 2 to extend period of performance from 9/3/98 through 9/2/99; incremental funding of $1,080,000 to $4,573,934	
4	1/22/99	Provide incremental funding (from $4,573,934 to $4,773,934)	
5	3/17/99	Provide incremental funding (from $4,773,934 to $5,173,934)	
6	8/18/99	Exercise option year 3 to extend period of performance from 9/3/99 through 9/2/00.	
		As originally stated in Mod #	**As correctly stated in Mod 11**
7	9/30/99	Provide incremental funding of "$1,700,000 (from $5,173,934 to $6,673,934)"	Provide incremental funding of $1,150,000 (from $5,173,934 to $6,323,934)
8	**Modification** *exists electronically at USAID, but not on paper*	Provide incremental funding of $400,000 (from $6,673,934 to $7,073,934)	Provide incremental funding of $400,000 (from $6,323,934 to $6,723,934)
9	8/25/00	Provide incremental funding of $2,020,850 (from $7,073,934 to $9,094,784) and extend the period of performance at no additional cost (from 9/3/96 to 12/31/01)	Provide incremental funding of $2,020,850 (from $6,723,934 to $8,744,784) and extend the period of performance at no additional cost (from 9/3/96 to 12/31/01)
10	11/21/00	Realign the budget to more correctly meet the current needs of the contract (more unutilized funds in travel, per diem and grants to labor and ODCs)	
11	5/2/01	Provide incremental funding of $900,000 bringing total to $9,644,784; correct error re: amount of funds currently obligated.	Provide incremental funding of $900,000 from $8,744,784 to $9,644,784; correct error re: amount of funds currently obligated.

ANNEX 6
WIDTECH EDUCATION ACTIVITIES BY
INTERMEDIATE RESULTS (IR), SS02

WIDTECH EDUCATION ACTIVITIES BY
INTERMEDIATE RESULTS (IR), SS02

SS02: Broad-based informed constituencies mobilized to improve girls' education in emphasis countries.

IR2.1: Strengthened performance of public and private sector institutions to promote girls' education.

Haiti: Analyzed and integrated gender into USAID/Haiti's education strategic objective (January 1998).

South Africa: Integrated gender concerns in the Mission's education strategic objective to move beyond access. Included assessment and recommendations to expand programs in basic primary education, adult basic education and training and higher education (1998).

India: Delivery order with USAID/India to develop teacher training strategies, monitoring and evaluation and an education management information system (Started August 1998).

SAGE: Delivery order promoting public-private partnerships to advance girls' education. (Started in 1998). Projects in Democratic Republic of Congo, Ghana, Guinea, Mali and El Salvador.

Guinea: Assessed and provided training to enhance the capacity of the Ministry of Pre-University Education's Equity Committee to advocate policies and implement national and local level programs to promote girls' education (November-December 1999).

Morocco: An assessment was conducted on the Mission's programs and activities to suggest improvements on gender integration in SO, SpO, IR, performance monitoring plans as proposed in the Mission's new five year strategy. A strategic framework was developed for including gender as a cross cutting theme of gender and literacy. (November 1999).

Zimbabwe: Delivery order provided technical assistance to the Mission to redesign its education strategic objective with linkages to HIV/AIDS and emphasis on gender as a cross-cutting theme (Feb. 2000).

Morocco: Conducted an assessment of the experience under the Missions' cross-cutting strategic framework (May 2001).

Morocco: Training to government officials and representatives of non-governmental organizations on gender and sustainable development, with emphasis on education, democracy and governance, economic growth and health (June 2001 and January 2002).

Benin: Assessed USAID, donor and NGO initiatives on female education and recommended strategies to integrate gender and expand the Mission's strategic objectives in education, democracy and governance, economic growth and health (September 2001).

Mali: Assess USAID's country strategic plan and provide recommendations to integrate gender into all strategic objectives, including education. Education represents an overarching 10-year strategy for the Mission (October 2001).

Mali: Assess the country's curriculum development process and work with local experts to deliver training to key government and non-governmental staff on integrating gender into this system. (November 2001 and January 2002).

Mali: Study the Ministry of Education's simulation model and recommend diverse inputs to increase investment in girls' education to meet the Mali's goal of achieving universal primary education by 2015 (January 2002).

IR2.2: Improved knowledge to implement policies, strategies, and programs for girls' education

Nepal: Technical assistance provided to design the female literacy component of the Women's Empowerment SO (February 1997).

Peru: Assessment of the Mission's basic education strategy and the structure of the overall educational system to determine whether Peru would be an appropriate emphasis country for G/WID's Girls' and Women's Education (GWE) Activity (1998).

G/WID: Study on the importance of investment in female education for improved social and economic development. (May 1998-1999).

G/WID: Historical analysis of girls' education: trends and development (December 1998).

G/WID: Prepared a progress report on Beijing conference commitments on girls' education (December 1998).

Ontario Institute for Studies in Education: Invited speaker on gender and education issues with a presentation of WIDTECH education activities (November 2000).

G/WID: SAGE Information Brief, highlights of the approach, and Guinea and Mali country activities (Feb. 2001).

Comparative and International Education Society: Participated in a workshop organized by CIES with a presentation on "Becoming an Effective Partner in Promoting Girls Education in Guinea (March 2001).

IR2.3: Mobilized leadership to promote girls' education

G/WID: Planning and addressing gender issues in the human capacity development for the 21-century conference's agenda. Chaired panel on education and work linkages, and strengthening the linkages for girls and women (1997).

South Africa: Follow-on to WIDTECH's previous assistance to USAID/South Africa. Seminar on "gender equity in education in South Africa: challenges and the way forward" highlighted the key issues confronting the South African government in helping achieve the goal of race and gender equity in education and society as enshrined in the constitution (May 1998).

South Africa: Coordinated seminar on, "girls' education in Southern Africa: challenges and opportunities for USAID support," which featured the film, These Girls are Missing, and presentation by Suzie Clay, Director of the GWE initiative (December 1998).

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www.genderreach.org

http://sage.aed.org

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Closure Report Interviews

Anne Dykstra, Girls' and Women's Education, G/WID. May 2001—present.

Suzie Clay, Director of Girls' and Women's Education, G/WID. 1996-April 2001. Currently Nicaragua Desk Officer, USAID.

Muzit Mesfun, Project Associate and Coordinator of Girls' and Women's Education, G/WID and DevTech Systems.

Nagat El-Sanabary, WIDTECH Education Specialist, 1996-1999.

ANNEX 7
WIDTECH ENVIRONMENT SECTOR PUBLICATIONS (1997-2001)

WIDTECH ENVIRONMENT SECTOR PUBLICATIONS (1997-2001)

1. Campbell, C. and M.H. Rojas. An institutional approach to gender and biodiversity conservation in Latin America and the Caribbean: The Parks in Peril Program of The Nature Conservancy and USAID. Prepared for the Latin American Studies Association (LASA) 2000, LASA XXII International Congress, March 16-18, 2000, Miami, Florida. Draft.

2. Diamond, N.K., Sims Feldstein, H., Gambill, D. and M.H. Rojas. Working session on communities, institutions, and policies: moving from environmental research to results, September 16-17, 1997, Bethesda, Maryland. December 1997. WIDTECH, Washington, D.C.

3.Diamond, N.K., Sims Feldstein, H., Gambill, D. and M.H. Rojas. Executive Summary. A working session on communities, institutions, and policies: moving from environmental research to results, September 16-17, 1997, Bethesda, Maryland. WIDTECH Information Bulletin, December 1997. WIDTECH, Washington, D.C.

4. Garafiel, Denise and C Campbell. Plano estrategico para incorporacao de genero programa de meio ambiente da USAID/Brasil. June 1999. WIDTECH, Washington, D.C.

5.GenderReach. Community conservation and gender. June, 2001. GenderReach Publication, Washington, D.C.

6. Machado, M. and M. Benitez. Alianza ambiental campesina e indigena de el salvador: plan estrategico 2000-2005.

7. Machado, M. and M. Benitez. Diagnostico de genero y lineamientos estrategicos para un plan de accion de la gestion ambiental. San Salvador. December 1998. WIDTECH, Washington, D.C.

8. Machado, M., M. Benitez and M.H. Rojas. Executive Summary. El Salvador: gender and environmental management. WIDTECH Information Bulletin, April 1999. WIDTECH, Washington, D.C.

9. Rojas, M.H., J. Dain, C. Campbell. Community conservation and protected area management with a gender perspective: a synthesis. A WIDTECH Information Bulletin. August, 2001. WIDTECH, Washington, D.C.

10. Rojas, M.H. Including gender in the work of USAID/Mexico: lessons learned. August 1997. WIDTECH, Washington, D.C.

11. Rojas, M.H. Working with women in Latin America and the Caribbean. An inventory of WIDTECH and USAID mission activities: 1997-1998. WIDTECH Information Bulletin, September 1998. WIDTECH, Washington, D.C.

12. Rojas, M.H. A gender-focused analysis of the Peru environment and natural resources Survey and the design of a public presentation of the survey. December 1998. WIDTECH, Washington, D.C. (Also published by USAID/Peru in the publication Resumen: encuesta nacional de medio ambiental, 1999)

13. Rojas, M.H. Peru: environment and natural resources survey with a gender focus. WIDTECH Information Bulletin, February 1999. WIDTECH, Washington, D.C.

14. Rojas, M.H. Recommendations on community conservation and gender for USAID/Guatemala. July 1999. WIDTECH, Washington, D.C.

15. Rojas, M.H. Assessing the history and current status of the community conservation at The Nature Conservancy. Long review. January 2000. WIDTECH, Washington, D.C.

16. Rojas, M.H. Assessing the history and current status of the community conservation at The Nature Conservancy. January 2000. WIDTECH, Washington, D.C.

17. Rojas, M.H. Working with community-based conservation with a gender focus: a guide. December 1999. WIDTECH, Washington, D.C.

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ANNEX 8
WIDTECH SMALL GRANTS AWARDS (1998-2001)

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SSO1: Gender Constraints to Economic Policies and Programs: WIDTECH conducted two small grants competitions in the sector of economic growth in Eastern Europe and West Africa. In addition WIDTECH awarded small grants in Nepal and Ethiopia addressing women's economic constraints.

▪ ***SSO1 Grants Competition in Eastern Europe***: WIDTECH conducted a small grant competition soliciting proposals to address gender-constraints to economic policies and programs in Eastern Europe. It is anticipated that the findings and impact of this project will raise awareness among policy-makers of gender-based constraints. Activities funded under this grant engaged policy-makers and civil society in removing locally identified gender-based constraints to economic growth through innovative uses of the media, public fora and the legislative process. The following grants were awarded through this competition:

1. *The Women's Center, Albania* ($9,219.00), August 1999—February 2000: The Women's Center used this grant to organize a national seminar entitled, " Barriers to Equal Access in Economic Opportunities." Topics of discussion at the seminar included unemployment for women and men in Albania, opportunities for women in Albania in accordance to the Albanian Labor Code, the barriers women face entering into business, and women's property rights. This two-day seminar opened discussion among a wide audience of policy-makers and practitioners on how to eliminate gender-based constraints to women in the economy of Albania. A concrete action plan developed at the seminar mapped out steps to change policy on these issues. One outcome of the seminar was a public awareness campaign, which utilized posters, radio, television and newspapers as a means to increase awareness and bring about change on these issues.

2. *FEMINA, Russia* ($19,260.00), August 1999—October 2000: This small grant supported FEMINA's production of a series of informational and educational video lessons on women's enterprises to be shown on Russian local and regional television. FEMINA first held a contest for women to submit business plans. The winners carried out their business plans using funds from this small grant. The small business start-up process was documented on video. These videos were edited and produced for broadcast on regional television to give women information on how to set up a small business on their own. Broadcasting of NGO FEMINA's "Video Business School for Women in Russia" began in November 2000. In addition to the regional broadcast, various women's organizations have shown the "Business School" video at local meetings.

3. *NGO VESTA, Bosnia Herzegovina* ($20,000), December 1999—October 2000: A WIDTECH Small Grant to NGO VESTA was used to fund the start up of an independent non-profit radio station enabling women to address issues of concern to women including gender-based constraints to economic policies and programs in

Bosnia-Herzegovina, women's rights, services available, gender-sensitive legislation, business programs, loans and training. As a result of intervention from USAID Bosnia, VESTA's application for a radio license was approved by the national broadcasting regulatory agency, IMC. In addition, IMC requested VESTA's participation in the development of regulations for non-profit community radios in Bosnia. VESTA began broadcasting on October 20, 2001. They report that they have become popular radio with women calling the station giving important feedback for the program. VESTARadio staff is performing an audience research (qualitative research with community focus groups, in-depth interviews) in order to obtain proper feedback from the community. VESTA has also established contacts with other women's non-governmental organizations in region, especially with those that have programs for economical empowerment. VESTARadio will be their platform for promotion and better communication with community members.

- ***SSO1 Competition for Women and Cross Border Trade in West Africa:*** WIDTECH conducted a small grants competition to support pilot initiatives which explore ways and means to address gender-based constraints in promoting regional trade and economic growth in West Africa. Over thirty-five organizations in Benin, Burkina Faso, Ghana, Mali, Niger, Nigeria and Senegal received requests for proposals. Thirteen proposals were received and based upon the review of technical committees, WIDTECH awarded three grants to the following organizations:

  1. *Groupement Féminin Songtaaba, Burkina Faso ($23,068.55), June—October 2001.* Songtaaba used the grant fund to coordinate a three-day training workshop for 120 rural women shea butter producers. Workshop participants were selected from 8 villages. During the selection process, Songtaaba collected baseline data on the level of skills of women producers, their training needs and basic information about their current practices. The workshop discussions addressed problems related to cross-border commerce, the importance of collective marketing, price policies as well as strategies for increasing revenue. Workshop participants were expected to develop a better understanding of cross-border shea butter commerce including quality standards and pricing. The women were organized into networks to respond to market demands for quantity and quality to support each other in sharing skills. After the training, a follow-up evaluation was conducted to assess the impact of the workshop. Songtaaba visited participants to ensure that they understood the information and skills they had learned in he workshop, and if they were able to apply these to improve their businesses.

  2. *Centre de Promotion et d'Encadrement des Petites et Moyennes Entreprises, Benin* ($24,392), June—November 2000. CePEPE used the grant fund to strengthen women's business networks engaged in cross-border trade activities. CePEPE conducted qualitative and quantitative research to identify major actors, particularly women, who are engaged in cross-border trade in Benin and the key associations and institutions that promote cross-border trade. The researchers analyzed the strengths and weaknesses of formal and informal cross-border networks, the structures of these groups, and opportunities for non-governmental and governmental entities to

strengthen the trade networks. After the analysis was completed, CePEPE organized 5 local and 1 national workshop for women's cross-border trade groups and institutions to meet and discuss the research findings. CePEPE invited representatives from the Chambers of Commerce and Ministry of Trade to participate in the workshops. Drawing from the research findings and the workshop participants' inputs, a strategic plan was developed to create an organization of women cross-border traders and strengthen institutions that promote cross-border trade.

3. *Collectif des Femmes pour la Défense de la Famille (COFDEF), Senegal* ($21,490), July—November 2000. COFDEF used this grant fund to coordinate a workshop that served as a platform to establish a network of women traders and representatives from NGOs, government and business associations in Senegal and Mali. At the workshop, women shared experiences in conducting trade between Senegal and Mali, and discussed constraints and obstacles related to trade in the sub-region. Based on these discussions, a network was organized to increase women's business links between the two countries. This network will identify specific proposals to be submitted to the governments of Senegal and Mali to alleviate key constraints faced by women cross-border traders. COFDEF and the network will conduct a preliminary assessment of the network accomplishments two months after the workshop.

▪ **Non-Competitive Awards***:*

1. *The Canadian Centre for International Studies and Cooperation (CECI) Nepal, ($13,540.50), March 2000—November 2000*: CECI received a small grant to develop insurance services for rural women through community-based saving and credit organizations. WIDTECH supported the research and design phase of this project. In collaboration with G/EGAD's Office of Microenterprise AIMS Project Unit, the Centre for Micro-Finance (CMF), funded by CECI/Nepal, undertook research in the area of client demand-led micro-insurance. CMF hosted a seminar on "The Role of Financial Services in Women's Empowerment: A National Seminar to Disseminate Research Findings." At this seminar, findings from the three research studies on financial services to rural women were presented and participants were invited to critically analyze the research findings and to suggest strategies and methods for follow up actions and interventions based on the research findings.

2. *Centre for Micro-Finance (CMF), Nepal ($11,615.00), July—November 2001:* A follow-on small grant was awarded to the Centre for Micro-Finance (CMF) in Nepal to design a pilot insurance scheme to address the need of poor Nepali women to reduce their financial vulnerability when taking loans and investing in micro-enterprises. The schemes will address women's need for livestock and life and funeral insurance. CMF identified partners for implementing the pilot insurance plan. Based on their research, CMF learned that a small sector of the micro-finance institutions' clientele understand micro-insurance and its benefits and implications but did not know where or how to access insurance services. Microfinance institutions have expressed an interest in offering insurance and recognize the need for it, however they are unsure as to how to provide such services. CMF is developing a suitable

mechanism for delivering insurance and will work with micro-finance institutions to create awareness and knowledge of insurance services among their clientele.

3. *Winrock International Ethiopia ($23,863.25), July—November 2001:* Winrock International in Ethiopia is using the grant funds to research the means for disseminating available appropriate technologies developed to increase women's productivity in food processing, preservation and storage; study the impacts of these technologies on women's productivity; identify cultural and traditional barriers in the use of appropriate technologies; and to create a database of appropriate technologies to be shared with the Ethiopian Government and NGOs. A workshop will be held to present the research findings and discuss next steps with NGOs and the Ethiopian Government.

- **SSO2: Broad-based, Informed Constituencies Mobilized to Improve Girls' Education in Emphasis Countries**

   1. *The Forum of African Women Educationalists, FAWE/SA, South Africa, ($23,208), May—October 1999:* A small grant was awarded to produce a videoscript and manual on sexual harassment and abuse of school girls in South Africa. As a result of focus group discussions with teachers, students and parents, FAWE/SA completed the draft of a video script on sexual harassment and rape against South African schoolgirls. This script addresses the serious problem of sexual harassment and rape faced by many schoolgirls in South Africa by informing a wider audience of what they can do to prevent or help reduce this problem.

- *SSO3: Women's Legal Rights Increasingly Protected*

   1. *The Liberal Women's Brain Pool (LEOS), Mongolia, ($24,376), January 28, 1999-June 27, 1999*: LEOS was the national organizer of the Third East Asian Women's Forum, held in Mongolia August 1998. The central objectives of the Forum were to discuss economic, social, political, and cultural issues concerning women in the region and to promote participation of East Asian women in global affairs and regional development through improved coordination and collaboration among the NGO community. WIDTECH grant funds were used to pay hotel and ground transportation costs of the Mongolian and foreign delegates. In addition, LEOS used the grant to convene a women's leadership training workshop. Two women were selected from each of Mongolia's 22 provinces to participate in the July 1999 workshop. These women acted as trainers in the local community to develop leadership programs for women throughout Mongolia. LEOS hopes that this type of training will enable more women to seek public office through elections.

   2. *Social Policy Analysis Center (SPACE), Slovak Republic ($23,695.64), April, 1999—March 2000*: SPACE, received a grant to conduct research on women's political participation. The research identified barriers to women's political participation in the Slovak Republic. SPACE held a conference to present its research findings on political participation and receive feedback from policy makers and NGO leaders.

Two important results came out of the conference. The first was a recommendation to create a parliamentary or governmental body responsible for equal opportunities. Women parliamentarians at the conference promised to lobby Parliament on this proposal. The second was a recommendation to create a webpage where all organizations that deal with gender issues can present information on their activities.

3. *Instituto Tecnologico de Santo Domingo Center for Gender Studies, (INTEC), Dominican Republic, ($23,312), March—October 1999*: INTEC used the grant to develop a case study on mainstreaming gender into the political agenda. WIDTECH's small grant contributed to a larger initiative spearheaded by INSTRAW that examines gender mainstreaming in four countries including the Dominican Republic. Three critical issues, violence against women, women's reproductive health and sexual exploitation and trafficking of women were the focus of the study. Particularly, the research documentation on the interactions between the women's movement in the Dominican Republic, and public sector departments and offices responsible for safeguarding the rights of Dominican women.

4. *The Karat Coalition, Poland ($13,375) February—August 2000*: The WIDTECH Grant provided funding to partially support the participation by five Polish women in the New York Beijing+5 PrepCom in March 2000. This small grant was in follow-up to WIDTECH, technical assistance to previous Beijing+5 PrepComs in Budapest and Geneva. The Karat Coalition sent 17 participants to the Beijing +5 PrepCom in New York, five of whom were funded by WIDTECH. A major achievement of their involvement in the PrepComs was an understanding of how important it is to work regionally on common issues and in solidarity with other NGOs. Gaining hands-on skills of how to advocate and lobby has strengthened this network of women activists.

Two grants were issued to Rehabilitation International and World Institute on Disability to support a joint activity.

5. *Rehabilitation International (RI), United States, ($21,433.98), May—August 2000* and

6. *World Institute on Disability (WID), United States, ($24,985.44), May— September 2000:* These two small grants built on WIDTECH's technical assistance leading up to Beijing+5. The grants supported international participation in a forum that included an intensive training program included skills development, mentoring, and hands-on advocacy and was offered in association with the Beijing +5 events at the United Nations. Over twenty-five women with diverse disabilities participated in this workshop, nine were supported through the WIDTECH grant. After participating in the training, the disabled women arduously negotiated the Final Outcome Document to make sure that recognition was given to their specific concerns. The main goal of the disabled women's activities was to ensure that disabled girls and women were not just mentioned in the document as part of a "laundry list" of women facing multiple barriers, but also identified as having their own agenda, momentum and place within the women's movement.

- **SSO4: Greater Reflection of Gender Considerations in the Agency's Work:** All of the small grants awarded under this SSO addressed integrating gender into environmental planning. One small grants competition addressing gender and the environment was conducted in East Africa.

  1. *Grupo de Pesquisa em Sistemas Agro-Florestal do Acre (PESACRE), Brazil ($25,000), January 1999—August 2000*: PESACRE was awarded a small grant to develop a series of case studies to demonstrate how community participation with a gender focus has been relevant and useful in natural resource management projects in Brazil and other Latin American countries. In addition, PESACRE used grant funds to hold a workshop on community participation, gender and the environment in Brazil, building on the case studies and focusing on the experiences of participatory planning in areas of environmental protection in the Amazon region. PESACRE used the remaining grant funds to support travel costs for several participants to attend preparatory meetings for the Regional Forum on "Conserving Biodiversity: From the Andes to the Amazon", held March 2001.

  2. *Makerere University, Uganda ($23,400) December 1999—March 2000:* Makerere University's Women and Gender Studies Department received a small grant as a follow-to a WIDTECH training conducted in 1998. WIDTECH Training Specialist and a consultant collaborated with the Planning Committee on Gender and Environment Planning at Makerere University to undertake a second training for district level environment officers, community development officers and NGO representatives on integrating gender into environment planning. Makerere also used grant funds to produce a guide to training methods for integrating gender in the environment planning.

  3. *The Environmental and Social Studies Center for Sustainable Development, (CEASDES) El Salvador, ($24,705.22), March—September 2000*: This grant was awarded as follow-on to WIDTECH technical assistance to the Gender, Environment and Development Unit at the Ministry of Development and Natural Resources of El Salvador (MARN). CEASDES used its grant to develop a training program for members of organizations which make up the Environmental Peasant Alliance (Alianza Ambiental Campesina - ALIACES). The training program, based on participatory methods with a gender perspective, focused on engaging communities to address environmental issues of concern to them. In addition to training workshops, CEASDES helped build capacity within the Alliance by using participatory approaches to conduct strategic planning and identify priorities for future work. CEASDES also provided the foundation and basic guidelines for seeking future funding. MARN provided counterpart funding to CEASDES for this project.

  4. *Grupo Randi Randi, Ecuador ($25,000), July—November 2000*. This grant shared by Grupo Randi and Conservation International in Peru enabled the groups to organize two regional preparatory meetings in Quito and Lima prior to the "Conserving Biodiversity: From the Andes to the Amazon" held in March 2001. The meetings in

Quito and Lima brought together participants to discuss local experiences in community participatory management of protected areas with a gender focus and develop recommendations for the forum. The results and comparative analysis of these experiences were presented in the international forum.

5. *Grupo Randi Randi, Ecuador, ($5,173.80), July—November 2001:* A small grant was awarded to Grupo Randi Randi to produce four case studies in Ecuador that document successful efforts to use a gender perspective in community conservation and protected area management. These case studies are follow-on to a WIDTECH small grant awarded to the same group July 2000 to hold workshops in Ecuador and Peru that focused on local experiences in community participatory management of protected areas with a gender focus. With this grant, Grupo Randi Randi produced four four-page essays and 40 photos that illustrate the lessons learned and best practices highlighted during the national and international workshops. These essays will contribute to the Forum's proceedings, strengthen public relations and provide cases for global distribution.

6. *Comité FLACSO República Dominicana, Inc., Dominican Republic ($24,996) August—October 2001*: This grant supported the development of a case study of how social mapping at different social levels can be incorporated into conservation planning. The case study demonstrated how studying one variable, gender, identified as potentially significant for conservation through regional social maps produced by The Nature Conservancy (TNC), can generate recommendations that can be incorporated into the conservation planning process. Matthew McPherson, principal investigator for FLACSO, presented his research findings at a brown bag hosted by The Nature Conservancy in Arlington, VA on November 6, 2001.

7. *Foundación Nicaraguense Pro Desarrollo Comunitario Integral (FUNDECI), Nicaragua ($5,913.60), August— November 2001:* FUNDECI used this grant to conduct research on how gender roles and responsibilities interact with the extraction, production and marketing of non-timber forest products (NTFPs) and, ultimately, conservation. FUNDECI studied the home production of brooms and baskets in Nicaragua following the products from the forest to the product market to examine the role that non-timber forest products play in household economics and how gender contributes to the organization of these commodity chains. This case study will shed light on: (1) the different roles that Nicaraguan women and men play in household economics and NTFP markets; (2) how these gender roles situate women and men as conservation stakeholders; (3) if an how these NTFP activities promote forest conservation; and (4) the extent to which these NTFPs can be managed congruently with conservation and whether alternatives to extraction exist. The findings from this case study will inform Nicaragua's Ministry of Natural Resources and Environment as to the importance of a gender perspective in its conservation management planning process.

- **Small Grants Competition Women and Environment in East Africa:** The WIDTECH Small Grants Program conducted a solicited small grants competition in East Africa

focusing on "*Community Conservation, Protected Areas and Gender: Sharing Experiences and Building Coalitions*" the aim of these grants is to define future actions for integrating gender into the practice of community conservation. WIDTECH's grants supported initiatives to provide practitioners and policymakers with experience in conservation with a gender perspective; document that experience; and share it with other colleagues to inform conservation at regional and international levels. The following grants were awarded:

1. *Uhai Lake Forum, Kenya ($23,671.00), June-October 2001:* This grant supported three activities: (a) The production of a video to document the success of initiatives among communities around Lake Victoria, Kenya, to improve the visibility of women in advocacy for the rational use and conservation of Lake Victoria resources; (b) the production of written proceedings of Lake Victoria Day 2000 and 2001 as well as Lake Forum 99 and, (c) a regional forum for women elders, researchers and policymakers to discuss ways of promoting community conservation of Lake Victoria resources with a gender perspective. A network was established after the forum to make recommendations to international and local conservation organizations on how to increase women's participation in the conservation of Lake Victoria resources.

2. *Sokoine University of Agriculture (SUA), Tanzania ($24,186.75), June—November 2001:* SUA and the Tuskegee University jointly implemented a project on capacity building for the development of sustainable agriculture through community-based management of natural resources (NRM) in Tanzania. The project activities were to be implemented with an emphasis on enhancing women's participation in order to achieve meaningful gender balance in NRM. SUA used this grant fund to prepare case studies of community involvement in the conservation of land, water and forest resources; determine gender roles in community conservation activities; and, conduct sensitization workshops based on the prepared case studies and focus on gender roles.

3. *ACDI/VOCA, Uganda ($24,746.00), June—November 2001:* This grant funded a case study based on a comprehensive gender analysis of the completed voluntary resettlement program conducted by the Environmental Protection and Economic Development Project in the Masindi District, Uganda. Environmental planning and voluntary resettlement programs have been viewed as highly successful in Masindi District yet there has been little effort taken to conduct a comprehensive gender analysis of program outcomes. An understanding of the successes and challenges of incorporating gender into environmental community resettlement programs will be an important addition to the environment and gender body of knowledge, and to inform policy makers of how to ensure equitable resettlement programs.