



Gender Assessment for USAID / Macedonia

with Training Report and
Action Plan Recommendations

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ACRONYMS AND ABBREVIATIONS

ABA-CEELI	American Bar Association-Central and Eastern European Law Initiative
ACILS	American Center for International Labor Solidarity
ADS	Automated Directives System
APS	Annual Program Statement
CDRSEE	Center for Reconciliation and Democracy in Southeast Europe
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
CO	Contracting Officer
COP	Community of Practice
CSHI	Community Self-Help Initiative
CSP	Country Strategy Plan
CTO	Cognizant Technical Officer
DAC	Development Assistance Committee
D&G	Democracy and Governance
DAI	Development Alternatives, Inc.
DemNet	Democracy Network Program
EDC	Educational Development Corporation
EG	Economic Growth
ERA	Equal Rights Act
ESE	Organization for the Emancipation, Solidarity, and Equality of Women
FAO	Food & Agriculture Organization of the United Nations
FSN	Foreign Service National
FSVC	Financial Services Volunteer Corps
FTA	Free Trade Agreement
FY	fiscal year
GBI	Gender Budget Initiatives
GWG	Gender Working Group
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome
ICT	Information and Communication Technologies
IDB	Inter-American Development Bank
IDRC	International Development Research Centre (Canada)
IFES	International Foundation for Election Systems
I-LEAD	Information and Communications Technology for Local Economic Activity Development Project
ILO	International Labor Organization
IPED	Institute of Private Enterprise Development
IQC	Indefinite Quantity Contract
IR	Intermediate Result
IREX	International Research and Exchanges Board
ISC	Institute for Sustainable Communities
IT	Information Technology
IUCN	World Conservation Union
LED	Local Economic Development

LGRP	Local Government Reform Project
LOE	Level of Effort
MAARD	Modified Acquisition and Assistance Request Document
MCA	Macedonia Competitiveness Activity
MCIC	Macedonian Center for International Cooperation
MCMP	Macedonia Court Modernization Project
NDI	National Democratic Institute
NDS	National Development Strategy
NGO	Non-Governmental Organization
NRDC	National Resource and Documentation Center for Gender and Development
NRM	Natural Resource Management
OECD	Organization for Economic Co-operation and Development
OSI	Open Society Institute
PLWHAs	People Living With HIV/AIDS
PMP	Performance Monitoring Plan
PRA	Participatory Rural Appraisal
RFA	request for assistance
RFP	request for proposal
RLA	Regional Legal Advisor
SAEF	Slovak-American Enterprise Fund
SEA	Secondary Education Activity
SEAF	Small Enterprise Assistance Fund
SEEU	South Eastern European University
SME	Small and Medium Enterprises
SO	Strategic Objective
STAR	Strategies, Training, Advocacy, and Resources
TACIS	Technical Assistance to the Commonwealth of Independent States
TIFI	Trade, Industry, Finance and Investment
UN	United Nations
UNICEF	United Nations Children's Fund
UNDP	United Nations Development Program
UNIFEM	United Nations Development Fund for Women
USAID	United States Agency for International Development
USDH	United States Direct Hire
VAW	Violence Against Women
WHO	World Health Organization
WID	Women in Development
WOCCU	World Council of Credit Unions
WTO	World Trade Organization

EXECUTIVE SUMMARY

With awareness and commitment by USAID staff and implementing partners, gender integration can improve both the results of development activities and the relative status of women and men. USAID/Macedonia identified relevant gender issues as part of its 2001-2004 strategy process, and even developed a one-year Gender Plan of Action. The purpose of the gender consultancy was to provide technical assistance to further implement the Mission's commitments to integrating gender consistent with the Automated Directives System (ADS) and the Mission's strategy.

The recommendations below are based on a review of relevant documents, in-country meetings, and trainings conducted from January 19 - February 8, 2004. Based on Mission priorities, the entire consultancy was conducted in the capital Skopje and almost exclusively concentrated on USAID staff and implementing partners.

Recommendations for improved gender integration include 1) recommendations for future trainings, 2) an action plan of operational recommendations for improved compliance with ADS gender requirements, and 3) gender issues and opportunities identified by sector for consideration by activity managers and strategic objective (SO) teams. The action plan recommendations were discussed in a separate meeting with the Program Office staff and the other recommendations were presented in a final in-country briefing for Mission staff on February 5, 2004.

Training Recommendations

1. Annual gender integration training.
2. Training for implementing partners and their staff in Skopje and regionally.
3. Sector-specific training and/or individual consultations with partners.

Operational Recommendations (Action Plan):

- A. Include gender in *assessments/surveys*, ensure diversity of team composition and informants.
- B. Improve gender statements in *activity approval documents*.
- C. Include a gender component in *evaluation criteria for request for assistance/request for proposal/annual program statement (RFA/RFP/APS)* and ensure that the *selection committee reviews proposals for gender capacity*.
- D. Include gender language in *contracts, grants and cooperative agreements*.
- E. Review *unsolicited proposals* for gender.
- F. Establish and implement a "fix" for *non-complying agreements*.
- G. Develop a more gender-sensitive *results framework/performance monitoring plan (PMP)*.

- H. Monitor *workplans and staffing* for consistency with gender in proposals.
- I. Monitor *reporting* for compliance with requirement to the collecting and analyzing of sex-disaggregated data, and to make adjustments to programs as appropriate.
- J. Increase the Mission's level of sensitivity, understanding and operational gender integration by *Mission staff*.
- K. Increase gender equitable staffing and operational procedures (including sexual harassment) of *implementing partners and sub-grantees*.
- L. Consider establishing a *Mission gender working group*.
- M. Participate in/establish *donor coordination* on gender.
- N. Prepare for gender analysis for the *new strategy*.

Sectoral Gender Issues/Opportunities (Summarized)

Issues from Meetings with Cognizant Technical Officers (CTOs)

- Misunderstanding that *targeted programming* is no longer permissible under a "gender" approach (women-specific activities, for example, are permissible).
- Gender integration goals can be accomplished without having a separate "gender program," but needs to be in the *design from the beginning*.
- *Extra help* on gender integration is needed in some instances.
- *Assessments and evaluations* are missing gender in three areas: team composition, content and questions. See Action Plan part A, above.

Structural Issues for Successful Gender Integration in Programs

- Diversity of staff, management, and clientele requires a *conscious structure and principles* for gender-sensitive and gender equitable recruitment, hiring, training, and promotion.
- *Gender typing* in job description and staff search should be avoided.
- *Engaging local consultants/partners* is needed at planning and budgeting stage of project development.
- Longer *project life* and/or extension of successful projects will be necessary to have real impact in changing long-standing attitudes and behaviors.
- Different *approaches* can be taken to gender integration – responsibility can be mainstreamed throughout a project or centralized with a point person.

Highlights of NGO Issues

- Minorities have *differing needs*.
- *Educational issues* for minority women are complex but need to be tackled.
- Work is being done on *gender equality*, but more awareness and technical knowledge is needed - especially economic analysis for policy makers.
- There is a *lack of coordination*, especially related to information-sharing and dissemination of research.
- When projects are *based in Skopje* and/or Skopje-only, limited flow of information goes to the regions and regional issues have little or no influence.
- "*Choice*" not to participate in school, economics, and/or politics is not a real choice -

structural barriers connected to economics and discrimination are often the major determinants or what is perceived as “choice.”

Economic Growth

- *Include gender analysis* in all economic restructuring activities (e.g., pension, banking, land reforms).
- Focus on *growth of women businesses* - graduating micro-businesses to small businesses, actively recruiting women business owners to participate in business associations, and increasing the number and capacity of women in business management and ownership.
- Special efforts will be required to reach out to *women & minority businesses*.
- *Sexual harassment* issues should be integrated into business training, hiring and operating procedures of partners.
- *Agriculture* - few women are in the formal sector.
- Gender-specific *business sectors* exist and should be considered when planning programs and setting priorities.
- *Energy commissions* should have a diverse membership and *energy efficiency* efforts will need to be targeted based on gender-specific information to maximize results.

Democracy and Local Governance

- Gender Integration should be included as an integral part of *local governance activities*, covering such issues as gender-sensitive budgeting and gender issues in public hearings and constituent relations.
- The *Community Self-Help Initiative (CSHI)* could increase capacity of local staff, use background information from communities, and include non-traditional jobs for women in infrastructure projects.
- The Mission should reconsider its plans to end targeted *women’s rights, gender awareness, and domestic violence* activities.
- *Women’s political participation* (including minority women) and issue-based campaigns.
- *Gender quota* for elections.
- The *Convention on the Elimination of All Forms of Discrimination against Women report (CEDAW)* and the *American Bar Association-Central and Eastern European Law Initiative/Organization for the Emancipation, Solidarity, and Equality of Women (ABA-CEELI/ESE)*- trained CEDAW Assessment Tool report should prove very useful to understanding gender issues.
- *Dejure AND defacto* – avoid backsliding.
- *Access to justice* – monitor for a potential disparate gender impact.

Education Sector

- More *gender research and gender statistics* should be analyzed/reported.
- Roma programs require a *holistic approach*, a possibility for Albanian girls?
- Turkish and *minority education* issues - half-primary schools (only covers first four grades, so children need to go to a “regional” Turkish school or a Macedonian or Albanian language school afterwards) in rural areas.

- South Eastern European University (SEEU) – *gender department, minority women enrollment and gender/minority professors.*
- *Information Technology (IT) gender gap* – insure equal access and opportunity to both boys/men and girls/women, and gender-sensitive content appealing to both sexes.
- All educational programs should be careful to avoid gender stereotypes in *curricula and career guidance.*
- Education activities need to be tied to *employment* – especially for boys to find value in staying in school and for girls to make use of their education.



I. BACKGROUND

USAID/Macedonia has already taken many steps to better incorporate gender into its activities. In 2000, the mission conducted a gender training and developed an initial Gender Action Plan.¹ New activity approval documents require a section describing potential positive or negative impacts on women. USAID/Macedonia is fine-tuning the last few years of its strategy ending in 2006; recently, they have started some significant new activities and will close out others to enhance the impact of the portfolio. On the other hand, the USAID mission has hired several new staff members who have not benefited from previous gender training. Given those factors, the Mission requested a gender consultancy.²

II. SCOPE OF WORK AND METHODOLOGY

Scope of Work

The original scope of work set out three tasks: 1) analyze the mission project portfolio for improvements in gender integration; 2) conduct gender integration training for staff and partner personnel; and 3) identify women, especially from minority groups, who could benefit from USAID training programs. That scope of work was modified (see Annex A) upon arrival to effectively eliminate the third task. However, the contacts from mostly after-hours meetings with non-governmental organizations (NGOs) (see below) should be a good source of nominations for training programs if needed. Moreover, the Local Consultant, Azbija Memedova, is a long-standing Roma women's activist who could provide additional assistance in this area.

A draft workplan approved by the Program Office during the first few days in country is included as Appendix B.

Activities and Contacts

The Gender Specialist spent a total of 18 working days in Macedonia during the period January 19 – February 8, 2003. The Local Consultant participated for 16 working days and was particularly helpful in providing country background (especially on gender and minority issues), analysis, and logistical assistance. Based on Mission priorities, the entire time was spent in the capital Skopje meeting with USAID/Macedonia staff and implementing partners, as well as selected government officials and NGOs.

The purpose of the meetings with USAID/Macedonia staff and selected implementing partners was to assess Mission awareness of gender issues and to identify points of entry for increasing integration of gender into existing programs. A list of USAID staff and implementing partner contacts as well as other USAID-related meetings attended is

¹ The Gender Plan of Action comprised a series of specific one-year targets for many of the Mission's activities. The plan was of limited relevancy to the tasks of the consultancy because the targets mostly had a one-year timeline (FY2001) and were never tracked or followed.

² Gender Assessment Scope of Work, December 2003.

included as Appendix C. The NGO contacts and women activists, including two former Strategies, Training, Advocacy, and Resources (STAR) network members and two government officials, are included as Appendix C.

Additionally, selected Mission documents were reviewed – including the most recent strategy, annual report, PMP, activity approval mission order, two activity approval documents, a sampling of reports from implementing partners, national surveys, and various materials from implementing partners – and gender information from other donors and the Macedonia government’s Gender Unit.

The Gender Specialist conducted gender trainings: one 2-hour session for USAID staff, two 4-hour sessions for implementing partners and one 1-1/2 hours group meeting for a smaller group of implementing partners. The Local Consultant participated in one of the implementing partner sessions and the 2-hour debriefing session with USAID staff. The training was designed to lay the groundwork for implementation of strategic and practical solutions to gender-based problems. The training also put both Mission staff and partners on notice of their obligation to be gender-aware in developing, implementing, and assessing all USAID programs.

III. CONCEPTUAL FRAMEWORK

The Gender Assessment was developed within the framework of the following documents:

- USAID Automated Directive System (ADS), last modified January 31, 2003
- Mainstreaming Gender: More Effective and Better-Targeted Development³
- USAID/Bureau for Europe and Eurasia’s Strategic Framework⁴

The last states that “gender considerations are being integrated into United States foreign policy interests and USAID programs in order to ensure equal access and opportunities, equal rights, and equal protection in its assistance programs.” The strategic framework notes that “integrating gender considerations will accelerate and deepen the economic and political reform process.”

³ Estes, Valerie. USAID/E&E Bureau Gender Advisor, *Mainstreaming Gender: More Effective and Better-Targeted Development*, March 2001.

⁴ USAID/Bureau for Europe and Eurasia’s From Transition to Partnership: A Strategic Framework for USAID Programs in Europe and Eurasia, December 1999. Available at the website: http://www.usaid.gov/regions/europe_eurasia/eeresources.html/strategies.

Terminology

The assessment reflects the following terminology:

Gender is “the economic, social, political, and cultural attributes and opportunities associated with being male and female. The social definitions of what it means to be male or females vary among cultures and change over time.”⁵

Gender Integration means “taking into account both the differences and the inequalities between men and women in program planning, implementing, and assessing.”⁶

Gender Analysis is the methodology applied to development problems to identify and understand the dimensions and relevance of gender issues and gender-based constraints. Analysis includes understanding the differences between men’s and women’s roles, rights and opportunities.⁷

Mainstreaming gender means analyzing and adjusting, where appropriate, for potential gender differences throughout the planning, implementation, monitoring and evaluation of all programs and activities. Including gender considerations will result in more effective and efficient development.

ADS Requirements

Gender should be mainstreamed throughout strategy and activity design, activity implementation, monitoring and evaluation. The following are the specific ADS regulations outlined gender considerations.

A. Strategic Planning

Per *ADS 201.3.8.4 Technical Analysis for Strategic Plans*. **Gender analysis is a mandatory technical analysis** for development of Strategic Plans. Analytical work performed in the planning and development of SOs and IRs must address at least two questions: (1) how will gender relations affect the achievement of sustainable results; and (2) how will proposed results affect the relative status of men and women. Addressing these questions involves taking into account not only the different roles of men and women, but also the relationship and balance between them and the institutional structures that support them. Per USAID’s gender mainstreaming approach, the analysis will be applied to all technical issues.

B. Activity Design and Approval

Per *ADS 201.3.12.6 Activity Planning Step 2: Conduct Activity-level Analyses as Needed*. **Gender analysis is mandatory** for activity design and should reflect consideration of the following two questions: (a) Are women and men involved or affected differently by the

⁵ ADS 200.6 Definitions.

⁶ *A Guide to Gender Integration and Analysis: Annex to ADS 200 Series*.

⁷ Ibid.

context or work to be undertaken? and (b) If so, would this difference be an important factor in managing for sustainable program impact? The gender analysis (a statement of one page or less) must be included in the activity approval document if there are significant gender issues, or in its place can be a brief rationale for its absence. The approving official for the activity is responsible for ensuring that the gender statement adequately responds to the requirement, or that the rationale for not including a gender statement is adequate.

Per *ADS 201.3.12.15: Activity Planning Step 11: Prepare Activity Approval Document*. The gender statement for the Activity Approval Document must include an outline of the most significant gender issues that need to be considered during activity implementation, with a description of what outcomes are expected by considering these issues. If the Operating Unit determines that there are no significant gender issues, provide a brief rationale to that effect.

Additionally, per *ADS 201.3.12.6*, the operating units are to ensure that those who will implement the activity are capable of addressing the gender concerns identified during strategic and activity planning. For contracts and grants/cooperative agreements that are issued following a competitive process, this is accomplished by signaling in solicitation documents USAID's expectations regarding gender expertise and capacity, tasking offerors with proposing meaningful approaches to address identified gender issues, and placing appropriate emphasis on gender-related elements of technical evaluation criteria.

Finally, per *ADS 201.3.12.6*, The contract or agreement officer is required to confirm that a gender statement is incorporated into the activity description and that relative significance of gender technical capacity is appropriately reflected in the technical evaluation criteria. Alternatively, if the operating unit determines that there are no significant gender issues, the Contract or Agreement Officer will confirm that the rationale for no gender statement has been completed as part of the activity approval.

C. Implementation and Evaluation

Per *ADS 203.3.4.3 Reflecting Gender Considerations in Performance Indicators*. It is **mandatory** that performance management systems and evaluations at the SO or intermediate result (IR) level **include gender-sensitive indicators and sex-disaggregated data** when technical analyses supporting the SO show that (i) the activities or their anticipated results involve or affect women and men differently; and (ii) this difference would be an important factor in managing for sustainable program impact. One way to understand the effect of gender on USAID development efforts would be to disaggregate performance information by sex.

Per *ADS 203.3.6.1 When is an Evaluation Appropriate?* Situations that may require an evaluation include, among others, when performance information indicates an unexpected result such as gender differential results.

Per *ADS 203.3.6.2 Planning Evaluations*. Gender considerations should be included among the steps for data collection in analysis (as provided in 203.3.4.3).

Additionally, per ADS 203.6.2: *Evaluation*, a situation that may require an evaluation is one in which performance information indicates an unexpected result (positive or negative) such as gender differential results that should be explained.

Per ADS Table 203E *Portfolio Review*, within the customer/partner perception area of concern, both existing and any new gender issues should be addressed.

D. Acquisition and Assistance

Per ADS 302.5.14 *Direct Contracting* and ADS 303.5.5b *Grants & Cooperative Agreements*, the contracting officer must incorporate into an RFP, RFA or APS a gender statement or rationale specified in ADS 201.3.12.6 (see above).

IV. GENDER TRAINING

A total of 25 USAID staff participated in the 2-hour training session and a total of 50 implementing partners attended one of two 4-hour training sessions or the 1-1/2 hour group meeting. Based on the evaluations from the staff training, nearly half recommended more time and several would have liked more Macedonia-specific information. Many liked the ADS exercise and the handouts.

According to the evaluations from implementing partners, many particularly liked the interactive training style, practical examples and practical exercises. Many found learning about USAID policies the most helpful part of the training. Almost 20% of those attending the 4-hour session would have liked more time. Others mentioned that Americans dominated the training, and that they would have preferred more participation from Macedonians. Several commented on the need for follow-up and/or the wish for other staff to attend.

Reactions/Observations

Some general reactions/observations from training participants includes the following:

- “Now I realize that gender is *not just about women*.”
- Training participants noticed the *high level support* of the Mission Director.
- The need for *women and minority staffing* became apparent for achieving diversity in program participation – a problem with “men sell, women buy” was discussed (i.e., male staff have a more difficult time working with women clients, but the reverse was not considered a problem).
- *Economic policy* also has gender implications (e.g., on the macro level of pension reform, tax policy) and can have unintended adverse affects, for example, on women.
- *Gender analysis* has many layers – from basic importance of sex-disaggregated data, to analysis of initial data, to considering underlying and structural causes (for which additional data may need to be reviewed and analyzed).
- Implementing partners have *MORE gender information available*, both data and analysis, than they are providing in their reports to USAID.

- *Analytics* for gender can also be used, directly and as cross-disaggregation with gender, for age, minority/majority, urban/rural, and social class.
- Americans/Europeans, and Communities of Practice (COPs) dominate in *mixed groups*.
- Local staff may need *additional training* because of language challenges and because their frame of reference is different from American staff.
- More information is needed about situations *outside Skopje*, especially for local staff and programs working in the regions.
- Americans and Europeans have different *frames of reference* regarding some development issues – CEDAW, minority rights (e.g., language), and social policy.

Partner Activity Analysis

During their training sessions, the implementing partners completed a worksheet about gender analysis for their activity. The results showed that while they understood the simpler issue of differences in participation of men and women in their activity, they were not looking deeper either at understanding why differences existed or at gender issues in the underlying development problem. And, the disaggregated data they are collecting similarly focused on participation (e.g., men and women attending training) rather than more results-oriented information (e.g., differences between men and women applying assistance into action). During the debriefing of the activity, participants began to understand these concepts better. For example, the Search for Common Ground staff planned to see if there were differences in whether boys and girls both actually watched their show (e.g., differences in television watching patterns). Other responses for suggestions on how they could modify their activities to address identified gender imbalances were:

- **ABA-CEELI** is contemplating going to the high school level to encourage Albanian girls to study law. They also noted the need to examine why they are not going to university.
- The **American Center for International Labor Solidarity (ACILS)** could provide opportunities for more women to become head and branch union presidents, and for the women’s section to become more sustainable and independent.
- **Aid to Artisans** could, while working with larger small and medium enterprises (SMEs), look at the structure of employment and building management skills of women employees, not just male owners. Also, they could balance duties in the office with one male employee by sharing car-related activities and hosting activities.
- **CSHI** will continue to encourage field reps to contact women community groups.
- The **Educational Development Corporation (EDC)/e-schools** could work with the plethora of women’s organizations that can serve as a base for the community and economic development. Also, they could develop a specific gender/minority analysis capability (have a point person on staff).

- The **Foreign Services Volunteer Corps (FSVC)** and **World Learning** could nominate women to masters' degrees in business and finance so they would be on equal educational level with men in top positions.
- The **Information and Communications Technology for Local Economic Activity Development Project (I-LEAD)** could use the disaggregated data to help set priorities for the industries they will focus on. They also noted that the project has already identified female entrepreneurs for management training, tourism and textile industries to implement and deliver high impact applications of Information Communications Technology (ICT).
- The **International Research and Exchanges Board (IREX) Professional Media Program** noted that the gender imbalance in media ownership could only be changed through expanding the program capacity to try to increase the number of women owners/managers or through a long-term activity to identify and assist women wishing to "start-up" media enterprises with access to loans.
- The **Institute for Sustainable Communities/Democracy Network Program (ISC/DemNet)** could build the capacity of its staff members and NGO members (especially the leadership) on gender sensitivity and gender integration by (i) developing simple practical tools for the NGO programs on gender integration as a short-term measure, and (ii) develop a gender strategy for the newly established local entity.
- **Land O'Lakes** could initiate long-term programs for increasing female population involvement in agriculture (paid agriculture sector).
- The **Local Government Reform Project (LGRP)** could (i) set gender-aware criteria for selection of Local Economic Development (LED) coordinators and/or teams, (ii) provide guidelines for LED teams for incorporating gender-aware policies in local development, and (iii) put a gender component in the elected officials training.
- The **Macedonia Competitiveness Activity (MCA)** could work with male managers to become more gender aware and then provide conditions for women to get decision-making positions, adopt family friendly policies, open day-care centers in firms, etc.
- The **Macedonia Court Modernization Project (MCMP)** could (i) review disaggregated data to see whether gender imbalance in the effects of the courts system might be improved or addressed by the activity, and (ii) systematize gender issues and gender-related action as a regular part of project planning and action.
- The **Secondary Education Activity (SEA)** noted that the system of educators they work with should be among the most aware of any gender imbalance problem. Still, their program should continue being vigilant and pointing out issues related to gender equity in the classroom (many of which probably reflect a host of family and community issues).
- The **Small Enterprise Assistance Fund (SEAF)** could contact more women's organizations and promote additional education among the portfolio companies in order to encourage women who are in higher management positions to go further.

- **SME Finance Fund** could work with women’s business associations and local women’s NGOs to identify more women-owned businesses.
- **World Learning** would have to become part of the nomination process for training programs to ensure that nominations follow gender-balance.
- The **World Council of Credit Unions** (WOCCU) could have an educational program for loans to women and also specifically for minority women about savings.

See Appendix E for a list of implementing partners attending training, the training agenda, techniques, etc. The completed training activity worksheets and evaluation forms were given to the Program Office after each session. Also, electronic files of all training materials and the debriefing were transferred at the end of the in-country portion of the consultancy.

Recommendations:

- Staff and implementing partners should participate in *annual gender integration training*. If a gender working group is formed, one or more members of the group could be trained to assume this responsibility.
- Training should be offered to implementing partners and their staff both *in Skopje and regionally*. Such training should be highly interactive and include exercises to analyze existing programs.
- *Sector-specific training and/or individual consultations* with implementing partners should be the next step for gender integration technical assistance.

V. OPERATIONAL ISSUES AND RECOMMENDATIONS: ACTION PLAN

A. Include Gender in Assessments/Surveys, Ensure Diversity of Team Composition and Informants: The Mission should consider gender in all assessments/surveys, both by collecting sex-disaggregated data and by including questions/sections designed to identify and analyze anticipated gender differences. To achieve maximum results, assessment teams should ensure gender diversity both in their team composition and among their informants/interviewees. When an identified issue requires further investigation, a gender-specific assessment should be conducted, if appropriate. Approach: Start immediately with any and all assessments/surveys, including contracting for Indefinite Quantity Contracts (IQCs) and within program activities. Responsible Parties: CTOs, Program Office.

B. Improve Gender Statements in Activity Approval Documents: The Gender Statement example in the Activity Design and Approval Mission Order is adequate because it includes benefits to men and women and not just participation. Also it identifies a potential gender issue (lower enrollment of Albanian women), then specifies how the activity will address the disparities, and includes funds to address the disparity. Additionally, the memo includes a commitment that the RFA will “task offerors with proposing meaningful approaches to enrollment problems related to gender.” The

statement could also include a commitment about participation in program activities and could focus more broadly beyond enrollment problems to include the quality of the learning experience and attendance issues.

Based on a cursory review of selected activities, it appears that the Mission is at least minimally complying with the ADS requirement of including a gender statement in activity approval documents. However, in some instances, the gender statements are inadequate (e.g., mentioning only “gender balance” in participation in program activities, focusing on households as beneficiaries without considering differences in participation in activities and differences of gender roles and responsibilities within a household) to respond fully to the ADS 201.3.12.6 requirement. The Program Office, in collaboration with the Contracting Office and technical teams, should ensure that no new activity documents are approved without an adequate gender statement. Approach: Start immediately with each activity being developed at any stage, and review statements for “adequacy.” Responsible Parties: SO team, Program Office, Contracting Officer.

C. Include Gender Component in Evaluation Criteria in RFA/RFP/APS: Use especially for activities with identified gender issues, and ensure that selection committee reviews proposals for gender capacity. Examples are included in Attachment F. Approach: Start immediately with each RFA/RFP/APS. Responsible Parties: SO team, Program Office, Contracting Officer.

D. Include Gender Language in Agreements: All contracts, grants, and cooperative agreements should include a requirement that contractors/grantees/implementing partners collect and analyze sex-disaggregated data, and make recommendations on how to adjust programs in response to identified gender inequities. See Appendix F for sample gender language. Note that the language should be modified to reflect the specific activities of the agreement. Approach: Start immediately with each new agreement (see below for “fix” of existing agreements). Responsible Parties: Contracting Officer (with relevant editing from CTO) for agreement language.

E. Review Unsolicited Proposals for Gender: Unsolicited proposals should be reviewed for gender. If the proposal is going to be funded, the standard gender language requirements and any specially identified gender issues related to the proposed activities should be part of the negotiation process regarding a final agreement. Approach: Start immediately with unsolicited proposal to be funded. Responsible Party: Relevant reviewing person/panel.

F. “Fix” Non-Complying Agreements: Because the gender integration requirements originally implemented in 1999 have not always been followed, agreements signed since that time may not be in compliance if gender considerations were not adequately included in the contracting process. Therefore, the Mission should consider a “fix” for these non-compliant agreements. To simplify the process, the Mission could limit the fix to those agreements that will continue for a year or longer (e.g. to 2005) and/or with a certain dollar threshold (e.g., \$500,000). For those agreements, and any extensions, basic gender

contract language (see Appendix F) could be added to their agreement. This requirement is similar to other “drop-in” language that USAID must add to agreements from time to time to comply with various other regulations (e.g., environmental, anti-terrorism, etc.). Approach: Decide how to proceed and start immediately with all non-compliant activities. The Modified Acquisition and Assistance Request Document (MAARD) process should be modified to include this on any checklist for completion. Responsible Parties: Mission Management, Contracting Officer, and Regional Legal Advisor (RLA) for decision on approach, Program Office and CO for implementation.

G. Develop a More Gender-Sensitive Results Framework/PMP: To the greatest extent possible, the results framework should include gender-specific or gender inclusive language, and all people- and business-level indicators should be disaggregated. Suggested modifications to the proposed indicators (8/25/03) are:

- SO 1.3 – Both employment figures should be disaggregated, if possible. The total full-time employment of women/men in private sector firms, and the private sector employment of women/men as a percentage of total employment of women/men would be interesting figures to compare. In many transitional economies, women’s employment lags in the new private sectors compared to public sector, adding a gender dimension to private sector development and public sector contraction.
- SO 2.0 – All survey figures should be disaggregated, not just the IR 2.1 indicator measuring women’s participation in community-level decision-making.
- SO 3.4 – All survey figures should be disaggregated (i.e., number of youth prepared for employment through education, internet users). All people level indicators (i.e., number of teachers, school directors, students) should be disaggregated.

Approach: Implement changes as soon as practicable. Responsible Party: Program Office (in agreement with SO teams).

H. Monitor Workplans and Staffing for Consistency with Gender in Proposal: The workplan should reflect whatever commitments were made in the approved proposal in response to the identified gender considerations. Follow-through on commitments for gender-specific and/or gender-sensitive staffing should also be confirmed. Ideally, implementing partners’ commitment to equal employment opportunity requirements should be reflected in appropriate diversity of staffing at all levels and effective human resources policies, including issues of sexual harassment. Approach: Start immediately with each new activity and review existing activities at time of annual workplan development. Responsible Parties: CTOs.

I. Monitor Reporting for Gender Integration Compliance: All contracts, grants, and cooperative agreements should include a requirement that contractors/grantees/ implementing partners collect and analyze sex-disaggregated data, and make recommendations on how to adjust programs in response to gender inequities. Analysis does not mean extensive research or significant extra effort, but could be as basic as an explanatory note wherever data shows that there is a gender difference. Approach: Start

immediately with review of all reports. Responsible Parties: CTOs.

J. Increase the Mission's Level of Sensitivity, Understanding and Operational Gender Integration: The majority of Mission staff and many of the implementing partners participated in the basic gender integration training. The next step, with outside consultation, if necessary, should be to provide sector-specific technical assistance (see Gender Training section recommendations above). As noted below, members of a Gender Working Group/Program Office should develop expertise within their SO/technical area. [Note that the G/WID Office has some funds for technical assistance, e.g. in the areas of anti-trafficking and rule of law, available upon request through IQC mechanisms.] Also, an online gender library containing useful gender resource materials and linkages should be added to the Mission's shared network drive. Some basic gender resource materials (in electronic form) were given to the Program Office before the gender consultant departed from Macedonia. Approach: Based on time and necessity; optional 2-week return of gender consultant in summer. Responsible Parties: CTOs, Program Office (Gender Advisor).

K. Increase Gender Sensitivity of Implementing Partners and Sub-Grantees: To the greatest extent possible, implementing partners and their sub-grantees should be encouraged to maintain equitable staffing and operational procedures (including sexual harassment). Those partners successful in hiring and retaining female employees, and/or increasing participation and leadership of women in activities (especially in the regions) should share lessons learned widely among other partners (especially regarding minority women). Approach: Start immediately within the usual monitoring function of the CTO. Lessons learned can be shared through a gender working group and/or as a regular item on agenda of gender donor meetings. Responsible Parties: CTOs, Gender Advisor.

L. Establish a Mission Gender Working Group (if appropriate): A popular approach to gender integration is to establish a Mission Gender Working Group (GWG) to serve as a coordinating body for gender within the Strategic Objective and technical teams in the Mission. An advantage of this approach is that a GWG comprised of US Direct Hire (USDH) and Foreign Service National (FSN) members can provide a more structured and consistent approach to gender through staffing changes. One disadvantage is that non-GWG members may be less vigilant in meeting their gender integration responsibilities. Staffing cross-cutting teams can also be more challenging in smaller missions. Ideally, the Gender Working Group should have a Team Leader (Mission Gender Advisor or designate) who will provide leadership and coordination and Core Team Members who will act as technical consultants within their respective SO Team. The Group should consist of a diverse combination of male and female, American and FSN members. An alternative would be for the Gender Advisor to work with Program Office staff backstopping SO teams to include gender to their area of technical expertise. Approach: Determine appropriate approach and begin. Responsible Parties: Mission Management, Program Officer, Gender Advisor.

M. Participate in/Establish Donor Coordination on Gender: The Mission Gender Advisor should participate in donor coordination opportunities on gender – including the

World Bank, United Nations Development Programme (UNDP), Open Society Institute (OSI) and Technical Assistance to the Commonwealth of Independent States (TACIS) – all of which have gender programs and/or gender mainstreaming mandates. The gender meetings for donors are a good opportunity for donor coordination, if appropriate staff from all the relevant donors attend. Approach: Determine appropriate approach and begin. Responsible Parties: Mission Management, Program Officer, Gender Advisor.

N. Prepare for Gender Analysis for the New Strategy: In advance of the requisite gender assessment, the Mission should gather all relevant documentation including any baseline surveys, responses to gender questions from assessments, and any reporting on gender issues by implementing partners. The crosscutting nature of gender requires a mainstreaming approach throughout the portfolio to achieve results. Identified gender issues should be integrated throughout the new Strategy document in each sector at both the SO and IR level, including the SO narratives. The document should also include a general commitment to gender mainstreaming and increased collection and analysis of sex-disaggregated data. During the new strategy period, targeted programming will still be necessary to mitigate some gender-specific issues and imbalances. Approach: If a gender working group is established, it could begin sharing and analyzing any relevant information from partner’s reports and activities. Include gender analysis preparation as part of long-range planning for the next strategy. Responsible Parties: Program Officer, Gender Advisor.

VI. SECTORAL ISSUES AND OPPORTUNITIES

The following issues and opportunities are based on the series of meetings with CTOs, implementing partners, NGOs and other activities during the consultancy.

Issues from Meetings with CTOs

- Some staff were under the misunderstanding that *targeted programming* is no longer permissible under a “gender” approach. Gender integration does not preclude women-specific programming.
- Gender integration goals can be accomplished without having a separate “gender program,” but needs to be in the *design from the beginning*. Integrating gender mid-stream often requires a period of targeted work (and sometimes added or shifted budgeting). For example, existing staff or trainers may not have the requisite expertise and an outside consultant may need to be hired to supplement the planned activities.
- *Extra help* on gender integration is needed in some instances (i.e., the LGRP program requested someone to participate in a planned staff training session, e-schools requested a staff training session on gender integration, and USAID technical office staff requested assistance on new activity planning).
- *Assessments and evaluations* are missing gender in three areas: team composition (e.g., international should be diverse by gender and local staff by gender, ethnicity and language, if possible), content and questions. See Action Plan, part A, above.

Structural Issues for Successful Gender Integration in Programs

- Diversity of staff, management, clientele requires a *conscious structure and principles* for gender-sensitive and gender equitable recruitment, hiring, training, promotion.
- *Gender typing* in job description and staff search should be avoided (e.g., “women more reliable, flexible”, no male secretaries). USAID staff and partners should not be validating gender stereotypes, but should be true equal opportunity employers.
- *Engaging local consultants/partners* is needed at the planning and budgeting stage of project development. Failure of including women or minorities in program activities is often the result of faulty program design. To ensure both gender sensitivity and the likelihood of success in minority communities, local consultants/partners need to be consulted from the very beginning. In that way, the planning and budgeting will be appropriate to the program needs.
- Longer *project life* and/or extension of successful projects will be necessary to have real impact in changing long-standing attitudes and behaviors. Ideally, successful pilot projects (e.g., one year or less) will have an “automatic” extension” if they are successful so the project does not shut down between funding cycles.
- Different *approaches* can be taken to gender integration – responsibility can be mainstreamed throughout a project or centralized with a point person.

Highlights of NGO Issues

- Minorities have *differing needs*. Economic differences often mean different opportunities for women (e.g., Roma women may have more freedom to work outside the home because of economic necessity, whereas Albanian women from families with more income may not be permitted to get a job). Differences also arise from language issues, such as Roma children entering Macedonian-language schools with limited Macedonian language skills or rural Turkish children having only half-primary schools in Turkish before having to transfer to regional schools or mainstream to Macedonian or Albanian schools.
- *Educational issues* for minority women are complex but need to be tackled. There are allies among minority communities and women groups who are interested in and working on these issues. Avoiding the challenge as a family/community or cultural “norm” fails to recognize the dynamic nature of cultures and communities and is counterproductive to their own efforts to change. Many of the solutions will require a comprehensive approach that includes financial assistance and work with parents and teachers.
- Work is being done on *gender equality*, but more awareness and technical knowledge is needed - especially economic analysis for policy makers. Based on the interviews conducted, it appears that none of the “gender” or women’s groups are doing analysis on economic reform issues.
- There is a *lack of coordination*, especially related to information-sharing and dissemination of research – among organizations in the same city and even sometimes within the same organization. One example was two projects funded by DemNet that both conducted gender training in schools in Skopje – but did not coordinate their approaches or interaction with school officials.

- When projects are *based in Skopje* and/or Skopje-only, there is a limited flow of information to the regions and regional issues have little or no influence on project design.
- The idea that women/girls, especially minority women/girls, “choose” not to participate in school, economic activity, and/or politics is frequently used as an excuse to avoid focusing on structural barriers connected to economics and discrimination. The “*choice*” not to participate is often not a real choice and analysis of these barriers will be critical to achieving more equitable results in development programs. For example, a Roma boy may “choose” to drop out of school – perhaps because he is failing (structural barriers may be discrimination by the teacher or the lack of homework assistance from his parents for time or education reasons), or because he must get a job to help his parents who cannot earn enough to support the family. A girl may “choose” to get married early because her family can no longer afford to pay for schoolbooks so she will drop out of school anyway. Or perhaps she got pregnant because she had no access to reproductive health information or contraceptives. A woman may “choose” not to get involved in politics because she knows that the party would never put forward her name on a ballot or she may “choose” not to apply for a loan because she does not have the requisite capital or business connections to get someone to co-sign her loan application.

Economic Growth

- *Include gender analysis* in all economic restructuring activities (e.g., pension, banking, land reforms). The challenge will be finding local partners with the capacity to do gender analysis at the policy level. Even organizations like the Euro Balkan Institute conduct gender research that is academic rather than policy-focused.
- Focus on *growth of women businesses* - helping micro-businesses graduate to small, actively recruiting women business owners to participate in business associations, and increasing the number and capacity of women in business management and ownership. With the overwhelming number of women in micro-business, there should be a significant percentage ready to breakout and grow their businesses and eventually become an engine for overall economic growth and employment opportunities. Sex-disaggregated data should not just count the number of loans to women and men owned businesses, but also loan size to measure business size and growth.
- Special efforts will be required to reach out to *women and minority business*, because they do not seem to be adequately accessing business programs taking a “gender-blind” approach.
- *Sexual harassment* issues should be integrated into business training, hiring and operating procedures of partners.
- *Agriculture* - few women are in the formal sector; the overwhelming majority are in the informal sector where they do not receive formal salaries or benefits from their work.
- Gender-specific *business sectors* exist and should be considered in program planning and priorities (I-LEAD and MCA have already done work in this area, and the tax policy advisors are considering some analysis on this).

- *Energy commissions* should have a diverse membership – men/women, majority/minority – representing the interests of large-scale and SME commercial use as well as home use. *Energy efficiency* efforts will need to be targeted based on gender-specific information to maximize results.

Democracy and Local Governance

- Gender Integration should be included as an integral part of *local governance activities*, covering such issues as gender-sensitive budgeting and gender issues in public hearings and constituent relations.
- *CSHI* should try to build more capacity of local staff, including women and minorities (and minority women). Background information from the communities in which they are working should better inform their projects (e.g., Roma coordination). And, *infrastructure projects* receiving large expenditures should include opportunities of non-traditional jobs (e.g., construction) for interested and capable women.
- The Mission should reconsider its plans to end targeted *women’s rights, gender awareness, and domestic violence* activities. These activities should be viewed as critical elements to achieving success in economic development and democracy that includes both women and men as equal participants. In considering human rights issues, the prevalence of domestic violence (estimated to affect more than 30% of women in Macedonia) should put it on the priority list for funding, by USAID as well as other donors.
- *Women’s political participation* (including minority women) and issue-based campaigns are two areas to focus on in the democracy area. Although women’s sections of political parties may be a useful avenue for women’s political participation in the short-run, they can turn into a “women’s ghetto” stifling women’s ability to mainstream their political activities into the parties’ real power structures.
- *Gender quota* for elections – the 30% quota should be approved for the local elections (mirroring the federal one). However, the issue of placement (i.e., every third position on a party list) may be a more difficult goal for the women’s lobby to achieve. Also, the reelection of the three women mayors is in jeopardy because of the consolidation of districts from 124 to 70. The *CSHI* assistance projects and *LGRP* training for the three mayors were both good strategic investments to help level the playing field for their chances to retain their positions.
- The Government of Macedonia’s *CEDAW report* should be submitted and become available soon. The *ABA-CEELI/ESE-* trained *CEDAW Assessment Tool* group should begin its work and produce an *NGO shadow report*. The government’s report, the shadow report and the subsequent report from the *CEDAW committee* (after it meets to consider both reports) should provide very useful to *USAID* and other donors in understanding gender issues and priorities for Macedonia.
- *De jure AND de facto* – in considering gender issues, the laws in Macedonia have generally been good in the area of equal rights, but the realization of those rights has been weak. When considering the impact of *USAID* programs, including legal reforms, practical implications should be analyzed to avoid results that inadvertently increase gender inequalities.
- *Access to justice* activities should use disaggregated data from surveys, etc. to identify

any gender differences. Implementation of the new rule requiring attorneys for civil trials should be monitored for a potential disparate impact on women (or men) due to any increased cost of or access to representation.

Education Sector

- *Gender Research and gender statistics* - more information is available (e.g., cross-disaggregation by ethnicity and gender) and should be analyzed and reported. This information can then inform the program's priorities and future indicators of success.
- Roma programs require a *holistic approach* to ensure girls' education, responding both to structural and cultural issues. Similarly, a holistic approach tailored to their needs may be considered to respond to the higher drop-out rate for Albanian girls.
- Turkish and *minority education* issues with half-primary schools in rural areas should be considered. Transitional programs may be necessary to adequately prepare students to reintegrate into Macedonian schools for higher education. Also, the issue of distance from home to school may be a barrier to Turkish girls' education.
- The SEEU faculty reportedly has approved a *gender department proposal* from the Euro Balkan Institute. This could be a great opportunity to build/expand gender research capacity, but attention should be paid to linking the research to policy (rather than exclusively an academic pursuit). Other gender issues at SEEU are *minority women enrollment and gender/minority professors*.
- Like most countries, Macedonia has an *IT gender gap*. The e-schools program will need to plan and monitor its IT centers to insure equal access and opportunity to both boys/men and girls/women. Moreover, any content developed should be gender-sensitive and ideally as appealing to both sexes.
- All educational programs should be careful to avoid gender stereotypes in *curricula and career guidance*.
- Education activities need to be tied to *employment*. This is an especially important issue for boys' education since their interest in education (and dropout rate) is often more closely tied to resulting economic opportunities. And, while the SEA has linkages with employment, the SEEU should be sure to have similar linkages, *especially for minority women*, and the e-schools for IT and on a more general basis.

VII. CONCLUDING REMARKS ABOUT GENDER INTEGRATION

The closing points of the debriefing for the USAID staff were:

- ❖ **Gender Matters:** Gender blind is not acceptable development practice.
- ❖ **Teamwork:** Use the process and all available expertise to find solutions together.
- ❖ **Dual Focus:** Gender integration is concerned not only with who's sitting at the decision-making table, but also who is benefiting from the decisions they are making. Examples of this duality:
 - Appearance and Content
 - Participation and Benefit
 - Staffing and Quality Programming
 - Representation and Impact
- ❖ **Integrate Gender** in all that you do - it's the right thing to do and it's better development!

SCOPE OF WORK FOR WID CONSULTANT

Purpose:

USAID/Macedonia would like a gender specialist to: 1) conduct a gender assessment; 2) provide training to Mission staff as well as implementing partners to mainstream gender and recommend ways to increase the impact of our projects on women; and 3) ensure that Macedonian women benefit from training that USAID sponsors.

Background:

USAID/Macedonia has already taken many steps to better incorporate gender into its activities. In 2000, the mission conducted gender training and developed a Gender Action Plan. New activity approval documents require a section describing potential positive or negative impact on women. USAID/Macedonia is fine tuning the last few years of its strategy ending in 2006; recently, we have started some significant new activities and will close out others to enhance the impact of our portfolio. On the other hand, the USAID mission has hired several new staff members who have not benefited from previous gender training. Given these factors, we are requesting a gender consultancy.

Description of the Task:

USAID/Macedonia requests a consultant for three weeks beginning in early November to review our projects as well as the Gender Integration Report that was included in our 2001 Strategy to determine if the present Mission activities give appropriate focus to female beneficiaries. To provide continuity and ongoing monitoring, the G/WID consultant will hire a local consultant to serve as the second team member. The local consultant selected will be expected to provide periodic reports/updates as requested by USAID/Macedonia.

Task 1: Analyze the mission project portfolio to determine where improvements, if any, could be made to ensure that gender is appropriately addressed in all our projects.

Task 2: Conduct training for Mission staff and partner personnel to strengthen gender skills including explaining best practices for incorporating gender into design, implementation, and evaluation of projects.

Task 3: The consultant shall identify women either individually or in groups who could benefit from USAID training programs. Women from minority groups are a priority.

The consultant shall also develop an Action Plan through the end of the current strategy. This plan would include ways in which projects can be more focused on women beneficiaries and identify ways to include more women candidates for USAID training opportunities.

Methodology:

The Consultant shall thoroughly familiarize herself/himself with the Mission Strategy and the Gender Integration Plan. S/he shall review other relevant USAID and donor reports as well as the Government of Macedonia's National Action Plan. S/he shall meet with implementers to gather information on the projects' impact on women.

The consultant will then:

1. Hire and work with a Macedonian consultant who can provide follow up assistance to USAID/Macedonia.
2. Conduct gender training for Mission staff following most recent Agency guidelines.
3. Conduct gender training for USAID implementing partners. Provide individual advice as needed on how to enhance project impact on women beneficiaries.

Timeframe:

Approximately three weeks November/December

Week 1: Background reading and interviews with staff. Make site visits

Week 2: 4-day training for 2 hours per day. Develop Action Plans.

Week 3: Follow up with teams and partners. Review Action Plans. Final report submission.

The G/WID consultant will spend three weeks in Macedonia. Depending upon need, the consultant shall be available for an additional two week follow up TDY. At the beginning of the final week, the consultants shall present a draft report to USAID. Based on feedback, the consultants shall finalize the report before departure. The Macedonian consultant should also be available for periodic follow up work.

Deliverables:

A report including an executive summary of not to exceed 5 pages and a list of people contacted with phone numbers and/or e mail addresses. The report shall provide an overview of gender focus in USAID's portfolio and areas for improvement. It shall also recommend training opportunities that would assist in accomplishing our cross cutting objective of strengthening women's leadership in Macedonia. S/he shall work closely with the Participant Training implementer when identifying candidates and suggesting specific types of training.

ADDENDUM (12/20/2003 Response to SOW)

Response to Scope of Work for WID Consultant for USAID/Macedonia (12/19/03)

In the Scope of Work (SOW) submitted to EGAT/WID, USAID/Macedonia has requested assistance on three tasks: analysis of the mission project portfolio to ensure gender issues are appropriately addressed; staff and partner training, including development of an Action Plan for gender mainstreaming; and, identification of women leaders and women's groups to participate in USAID training opportunities. The SOW requests a three-week TDY by one consultant. The consultant will identify and work with a local gender expert, who then will be available to provide periodic follow up assistance to the Mission, as needed.

The Mission initially requested the assistance for November 2003, and were particularly interested in securing the services of a consultant who had been in Macedonia earlier in the year to work on gender issues with the Mission competitiveness activity. In discussions with the Mission at that time, the Mission agreed to postpone the consultancy until January. Another consultant, with qualifications and experience to match the Scope of Work, has been identified and is available during the last two weeks of January and the first week of February.

The consultant is prepared to carry out the three tasks and to produce the proposed deliverables as stated in the original Scope of Work. However, the proposed timeframe is extremely tight. Accordingly, the consultant will present the Mission with a detailed debriefing, including major conclusions and recommendations before departure from the country. The written draft of the reports, including the training report, Action Plan, and assessment report will be completed after return to the United States. A proposed schedule for completion and finalizing of the documents is included below.

The consultant will begin work in Macedonia on January 20, 2004 and depart on February 7, 2004. The local consultant will be identified and contracted by DevTech Systems before January 19, 2004, to ensure full involvement in the activities with the Mission. An interpreter will be required for contacts with NGOs and other relevant Macedonian organizations during the assessment. We would appreciate Mission assistance in identifying this person.

The expatriate consultant will have full responsibility for completion of all written deliverables. The draft of the three deliverables (training report, Action Plan, assessment report) will be received by the Mission no later than, February 12, 2003. The final deliverables will be completed within three days of receipt of comments from the Mission.

**Macedonia Gender Consultancy In-Country Workplan
January 20 – February 7**

Team Leader: Susan Somach
Local Consultant: Azbija Memedova
Interpreter: TBA
USAID Contacts: Alfreda Brewer, Aleksandar Jovanovic

Tasks to be Completed (as specified in Scope of Work):

Task 1: Analyze the mission project portfolio to determine where improvements, if any, could be made to ensure that gender is appropriately addressed in all projects.

Task 2: Conduct training for Mission staff and partner personnel to strengthen gender skills including explaining best practices for incorporating gender into design, implementation, and evaluation of projects.

Task 3: The consultant shall identify women either individually or in groups who could benefit from USAID training programs. Women from minority groups are a priority.

Specific In-Country Activities:

1. Review of documents from USAID/Macedonia, including: current Strategic Plan, PMP, Annual Report, quarterly reports (as relevant and practicable),
2. Review of selected gender materials on Macedonia from Mission and other sources.
3. Interview USAID/Macedonia staff: individual meetings with Program Office, procurement, and staff from each of the three SO teams (economic development, democracy & governance, and social transition).
4. Interview as many implementing partners as practicable.
5. Conduct one (1) two-and-a-half-hour Gender Integration Training for USAID/Macedonia staff and two (2) three-and-a half-hour Gender Integration Trainings for implementing partners. Depending on interest, a third training session could be scheduled - and interested gender/women's NGOs may be invited to attend if there are extra slots.
6. Attend selected activities, including CSHI women leaders' conference, CDRSEE youth conference final session, and quarterly WID donors' meeting.
7. Conduct a two-hour debriefing for USAID/Macedonia staff.

If time allows, the following will also be scheduled:

8. Interview a representative sampling of NGOs with a focus on gender or women's issues (especially women from minority groups).
9. Travel to two regions to conduct interviews with implementing partners and selected NGOs (possibly Tetova and Kumanova, Struga and Ohrid).
10. Interview some donors with gender focus/program (e.g., OSI, Kvinna till Kvinna, World Bank, UNDP etc.)

Tentative Schedule:

Week One (six day workweek)

- Introductions and USAID staff interviews
- Contact with interpreter
- Meetings with Local Consultant to develop workplan
- Meeting with Regional CO and Procurement Specialist on gender integration
- Review of documents from Mission and gathering of additional gender resources
- Interviews with USAID staff
- Review of Quarterly Reports
- Gender Integration Training Session for USAID staff
- CDRSEE youth conference final session

Week Two (six day workweek)

- Meeting with government officials working on gender issues (i.e., MPs Liljana Popovskaya and Teuta Arifi, and Head of Gender Unit Elena Gruzdanova)
- Interviews with implementing partners
- Review of Quarterly Reports and relevant gender resources
- Meeting(s) with Program Office to discuss indicators and gender integration
- CSHI all-day women's leadership conference
- Preparation for participation of local consultant in training session
- Two Gender Integration Training Sessions for implementing partners
- Planning and logistics for regional travel and interviews [if needed]

Week Three (six day workweek)

- Interviews with implementing partners and selected gender/women's NGOs in and [time permitting] outside Skopje
- Additional Gender Integration Training for implementing partners and gender/women's NGOs [if needed]
- Quarterly WID Donors' meeting
- Preparation of initial findings and recommendations for oral debrief
- Debriefing for USAID staff
- Exit interview with Alfreda Brewer and Aleksandar Jovanovic

In-Country LOE :

The Team Leader will work three (3) six-day workweeks. The local consultant will work three (3) five-day workweeks, at the discretion of the Team Leader. A qualified Macedonian/Albanian/English interpreter will be available for all interviews, as needed.

USAID/Macedonia Staff and Implementing Partners Contact List

Mission Director, Richard Goldman

Program Office and Regional

Activities

Lynn Abbott

Alfreda Brewer

Aleksandar Jovanovic

Tom Mehen

Ivica Vasev

Tanya Trajkovski

Democracy & Governance

Melita Cokrevska

Michael Eddy

Afrodita Salja

Antoaneta Skartova

Sladjena Srbinoska

Kathy Stermer

Other Meetings Attended

USAID/Macedonia Staff Meeting

CSHI Presentation on Roma Meeting

CDRSEE youth conference final session

Interagency Meeting on Anti-trafficking activities

WID Donor's Meeting at MCIC

Implementing Partners

Balkan Children & Youth Foundation – Agon Demjaha

CARE International – Ljubomir Dimovski, Ljupco Tosev

CSHI All-day Women's Leadership Meeting at Panorama Hotel

DAI – Radmila Peseva, Virna Manasieva Gerasimova, Kristina Hadzi-Vasileva

DPK Consulting – Douglas Myers

e-School.MK – Luis Rodriguez

Indiana University – Paul Foster

ISC – Nikica Kusinikova

MCA – Iva Orceva

Moznosti – Snezana Andova

SAEF Macedonia – Tatjana Veljkovic

World Learning – Patrick Coughlin, Vera Kondik Mitkovska

Economic Growth

Meri Cuculovska

Stephen Gonyea

Jovan Madjovski

Elizabeth Markovic

Geoffrey Minott

Zdravko Sami

Social Transition

Lela Jakovlevska Josevska

Cecelia Sun

Procurement

Bruce Gelband, Regional CO

Risto Rieliev

List of Visited NGOs and Women's Activists

<i>Date</i>	<i>Organization</i>	<i>Person/s</i>	<i>Address / Contacts</i>	<i>Location</i>
Friday 23 of Jan.	Women's Organization, ANTIKO	<ul style="list-style-type: none"> - Guner Nebiu, President of the Skopje's Office - Hanna Nebiu, Secretary 	"Tale Hristov, 1/9, 1000 Skopje MKD 389 22611130 antico@mt.net.mk	Office in Skopje Sever
Sunday 25 of Jan.	Roma women Organization, ESMA	<ul style="list-style-type: none"> - Kevsera Memedova, President - Nadire Selman, Vice President - Meneksa Asan, Member - Gulden Bekir, Member - Margita Asan, Member - Gulizar Gjelijadin, President of the Assembly - Afeta Djemailj, Member - Emina Destani, Memebe - Elvira Salieva, Member - Fikrija Sakip, Member - Meleka Arslan, Member - Sanela Emin, 	"1213" No. 30, 1000 Skopje, MKD 389 22652202 esma@mt.net.mk	Office in Suto Orizari, Skopje

		Memeber		
Sunday 25 of Jan.	OTWM “DERJA” Turkish Women’s NGO	- Suzana Musli, President	“A.Cesarec” 3-5/6, 1000 Skopje, MKD 389 22622354, 38970 225791 suzanamusli@hotmail.com , deryamkd@mt.net.mk	Office in Topansko Pole, Skopje
Monday 26 of Jan.	Union of Women’s Org. in Macedonia, UWOM	- Savka Todorovska, President - Svetlana Janevska, Secretary -	“Vasil Gorgov” b.b. 1000 Skopje, MKD 38923134390, 3220570 f. 389 23238184 sozm@mt.net.mk www.sozm.org.mk	Office, Skopje
Wednesday 28 of Jan.	ESE Organization (equality, solidarity and emancipation)	- Daniela Dimitrievska, Department for Political Participation	Mobile: 38970270256 ddimitrievska@yahoo.com	Irish Pub, Skopje
Friday 30 of Jan.	Ministry of Education (WB project)	- Afredita Imeri, Coordinator of the Modernizatio n Program, former STAR project Coordinator	Mob.: 389 70221472 ahimeri@mn.gov.mk	Irish Pub, Skopje
Monday 2 of Febr.	Women’s Lobby Group	- -Ljiljana Popovska, Vice President of the Macedonian Parlament	Bul. “11 Oktomvri”, b.b. 1000 Skopje, MKD 389 2 3112255 ext.320 & 321 fax: 38923119110 l.popovska@sobranie.mk	Macedonian Parliament
Monday 2 of Febr.	MCIC, Macedonian Center for International Cooperation (WID meeting)	- Neda Malevska, Gender Advisor & Trainer	Nikola Parapunov, b.b., 1000 Skopje, MKD P.O.Box 55 38923065381, 3065298 www.mcms.org.mk	MCMS Office

Wednesday 4 of Febr.	EURO BALKAN INSTITUTE Gender Studies	- Katerina Kolozova, Director of Research Center in Gender Studies	“Partizanski Odredi”, 63 389 2375570, 3892390731 kate@sonet.com.mk www.euba.org.mk	EB’s office
Thursday 5 of Febr.	Unit for Gender Equality	- Elena Grozdanovsk a, Head Gender Unit, Ministry of Labor and Social Policy	3892129308 elenagr@freemail.org.mk	Office in Ministry of Labor and Social Policy
Thursday 5 of Febr.	NGO Info Center	- Biljana Bejkova, Coordinator	“Gratski Zid” blok 8, 1000 Skopje, MKD 38923216690, 3233560 contact@nvoinfocentar.org.mk	Holiday In

Gender Integration Training Review

Implementing Partner Training Participants

Nikica Kusinikova	Acting COP	Institute for Sustainable Communities
Natasa Stojkovska	Conflict Reduction Coordinator	Institute for Sustainable Communities
Lester Sweeting	COP	Bearing Point
Ana Zabevska	Office Manager	Bearing Point
William J. Althaus	COP	DAI
Radmila Pesheva	Gender Activity Leader	DAI
Irena Kacarski-Kimova	Interpreter/Translator	BAH/WTO Compliance Activity
Marko Lovrekovic	COP	Search for Common Ground
Kornelija Cipuseva	Project Manager	Search for Common Ground
Roger Steinkamp	COP	SEA (Secondary Education Activities)
Luis Rodriguez	COP	e-School.mk
Maja Suslevska		ACILS
Eleonora Zgonjanin Petrovic	CEO	Saving house FULM
Katherine Vittum	Program Associate	IFES
Jelena Stefanovic-Bogdanovska	Program Assistant	IFES
Douglas Myers	COP	DPK
Aleksandar Pavlovski	Logistic Coordinator	DPK
Gordana Stojanova	Legal Intern	DPK
George Peterson	COP	I-LEAD
Mike de Villiers	Resident Adviser	IREX ProMedia
Janet Katz		ABA CEELI
Margarita Grazhdani	Public Outreach Assistant	Community Self Help Initiative
Boran Ivanovski	Project Manager	CARE Broiler Industry Devel. Project
Patrick Coughlin	COP	World Learning
Vera Kondik Mitkovska	Program Officer	World Learning
Gregory Maassen	COP	Corporate Governance & Company Law Project
Liljana Stojanova	Senior Public Education and Media Specialist	Corporate Governance & Company Law Project
Kristina Hadzi-Vasileva	Program Design Specialist	DAI (Local Government Reform Project)
Kristina Deriban		Land'o'Lakes
Igor Vecovski		Land'o'Lakes
Richard P. Currie	COP	SME Commercial Finance Fund
Dianna Wuagneux, Ph.D.	COP	Community Self Help Initiative
Nebojsa Mojsoski	Monitoring & Evaluation Coordinator	Community Self Help Initiative

Tatjana Veljkovik	Investment Officer	SEAF Macedonia
Jessica Cook	Country Rep.	Aid to Artisans
Besa Gavazi	Project Officer	CRS
Tatjana Lukanovska	Program Officer	Financial Services Volunteer Corps
Virna Gerasimova	Municipal Services Specialist	DAI
Iva Orceva	Competitiveness Advisor	Macedonia Competitiveness Activity (MCA)
Olga Samardzic		e-schools.mk activity
Darko Ansov		e-schools.mk activity
Tatjana Tunteva		e-schools.mk activity
Aleksandar Bilbilov		e-schools.mk activity
Agon Demjaha	Executive Director	Balkan Children & Youth Foundation
Mevlija Grbovic		DAI
Spomenka Lazarevska	Project Manager-Creative Learning	OSI Macedonia
David Dougherty		NDI
Aleksandra Cvetkovska		NDI
Ljupco Tosev		CARE
Valmira Istrefi		IRI

Training Agenda

- I. Introduction & Gender Exercises
- II. WHAT, WHY, WHO & WHEN of Gender Integration
- III. Gender Issues in Macedonia Exercise
- IV. USAID Requirements
 - A. Strategy
 - B. Performance Indicators and Evaluations
 - Impact, Access to resources, Sex-disaggregated data

- I. Techniques
 - A. Introduction to Gender Analysis Frameworks
 - B. Social Relations Approach
- II. Gender Analysis Exercise (Groupwork)
- III. Next Steps
- IV. Evaluation

Interactive Activities

- Girls Don't/Boys Don't
- Defining Gender (vs. Sex)
- Gender Differences in Macedonia (problems affecting one gender more than the other)

- Why Analysis (one “male” problem – e.g., men’s higher mortality rate, one “female” problem – e.g., few women in public office, one minority issue – e.g., lower educational participation of Albanian/Roma girls)

Group Breakout Training Activities

- ADS Gender Analysis – for USAID staff
- Gender and Your Activity – for implementing partners

Handouts

- Powerpoint handouts
- Mainstreaming Gender (USAID/E&E) by Valerie Estes
- Gender Provisions of the ADS
- Equality of Outcome and Unconscious Bias in a Development Organization from UNDP Learning and Information Pack: Gender Analysis, p. 109-110
- Integrating Gender From Concept to Activity Planning to Assessment
- Training Activity Descriptions
- Agenda & Evaluation

Examples of Evaluation Criteria

Some examples of criteria to evaluate the capacity of NGOs and contractors to address gender issues in activity implementation are:

- Gender-relevant research, background analysis, or assessments, and consultations with women's advocates working in the sector and with female and male customers as part of the activity's concept development process.
- Gender analysis as part of the activity design and training, and as a routine part of procurement actions (i.e., subcontracts, task orders, SOWs for consultants).
- Gender-equitable participation in different aspects of the activity.
- Sex-disaggregated data for indicators and targets.
- Gender criteria in evaluation of the project's progress and impact.

For staff qualifications look for:

- Key personnel who have demonstrated sectoral and gender analysis skills.
- Position descriptions, including for leadership positions, that explicitly require expertise in gender among US- and field-based staff.

For institutional capacity look for:

- Demonstrated institutional commitment to gender issues in previous contracts, cooperative agreements or grants.
- Gender equitable institutional policies and mission statements, including equal opportunity employment practices, commitment to hiring and retention of both female and male staff, and sexual harassment policies.
- Publications on gender issues.
- Experience in participatory methodologies, working with diverse constituencies, and ensuring stakeholder participation.
- Undertaking gender training for staff, collaborating partners and in country associates.

SAMPLE CONTRACT/GRANT LANGUAGE

Gender integration is an important part of this project, focusing on the participation of and benefits to each gender. To the greatest extent possible, the Contractor/Recipient shall seek to include both men and women in all aspects of this program including participation and leadership in meetings, associations, working groups, training and counseling activities, exchanges, and delegations.^{*} The Recipient shall collect, analyze and submit to USAID sex-disaggregated data and propose actions that will address any identified gender-related issues.

^{*} Note: the activities listed should be modified to reflect the project that is being implemented.