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# ASSESSMENT OF THE GREATER ACCESS TO TRADE EXPANSION (GATE) PROJECT

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# **Assessment of the Greater Access to Trade Expansion Project**

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The authors' views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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## Acronyms

|         |   |
|---------|---|
| AAC     | Albania Agriculture Competitiveness                                   |
| CAP     | Country Action Plan   |
| COSATU  | South African trade union   |
| dTS     | Development & Training Services, Inc.                                 |
| EG      | Economic Growth   |
| GATE    | Greater Access to Trade Expansion                                     |
| GDP     | Gross domestic product  |
| ICT     | Information and communications technology                             |
| IQC     | Indefinite Quantity Contract  |
| IR      | Intermediate Result   |
| IWID    | Investing in Women in Development                                     |
| LDC     | Least Developed Country   |
| MARKETS | Maximizing Agricultural Revenue and Key Enterprises in Targeted Sites |
| M&E     | Monitoring & Evaluation   |
| MFA     | Multi Fiber Agreement   |
| MYPE    | Micro and Small Enterprise Facilitation Program                       |
| NGO     | Non-governmental organization   |
| PAF     | Policy Action Framework   |
| PPP     | Purchasing power parity   |
| PRSP    | Poverty Reduction Strategy Paper                                      |
| RFPs    | Requests for Proposals  |
| SME     | Small and medium enterprises  |
| SO      | Strategic Objective   |
| TIPS    | Trade and Industry Policy Secretariat                                 |
| UNDP    | United Nations Development Program                                    |
| USAID   | United States Agency for International Development                    |
| WID     | Women in Development  |
| WTO     | World Trade Organization  |

## I. Executive Summary

The United States Agency for International Development (USAID) implements trade capacity building programs to promote economic growth and poverty reduction in developing countries. Although increased trade can have positive effects on a country's economic growth, poor women and men are frequently ill-positioned to take advantage of trade-related opportunities. Lack of education, access to resources and gender inequalities are some of the factors that contribute to the disadvantages the poor face when participating in global markets.

USAID's Greater Access to Trade Expansion (GATE) project, implemented by Development & Training Services, Inc. (dTS), worked with seven USAID Missions to integrate the needs of the poor, particularly women, into their trade and economic growth activities. In each country it identified key constraints, best practices and knowledge gaps and provided gender training for USAID Mission staff and implementing partners. Building on gender and trade assessments, GATE identified practical policies and programs to expand trade opportunities and to help women overcome barriers to economic participation and generate greater income. It worked with Missions on relevant actions for government agencies, USAID and the donor community.

GATE staff recognized that USAID's Economic Growth (EG) trade economists may be skeptical of the value of gender analysis in program and activity design. To win their support, GATE employed a pro-poor approach, focused on increasing the incomes of both poor men and women, rather than making women the sole focus of the project. The GATE methodology did, nonetheless, target the unique social and economic barriers that reduce the productivity and income of poor women.

Rigorous economic analysis undertaken by GATE economists showed USAID Missions the benefits of including gender considerations in their poverty reduction programs. Within the framework of a pro-poor approach, GATE used value chain analysis to examine how value is added at each stage of production, until a product is sold to the final customer. Value chain analysis identifies the distribution of actual and potential income at each stage of production and recognizes that market imperfections, information bottlenecks, and the scarcity of capital (financial, physical and human) confer unequal power and access to buyers and sellers. Identifying and addressing these problems can increase the ability of poor men and women to enter markets, scale-up their activities, and raise their productivity and bargaining power. GATE made recommendations for ways to improve efficiency, for instance, in three countries, Bangladesh, Kenya and Peru, based on sex disaggregated data generated from value chain analysis. The analysis made it possible to compare the differences in income and job

security between men and women at each stage in the production process, toward improved opportunities for women.

GATE had programs in seven countries. Peru, Kenya and Bangladesh were successful; Albania's start-up was slow, but has potential; and South Africa, Nigeria and the Dominican Republic offered more limited results. GATE gender training programs were thorough and appropriate to USAID and implementing partner needs. All participants gave the training high marks for educating Mission and partner staff on poverty and gender issues. Mission staff recognized the quality of GATE analytical reports, value chain analysis and technical assistance. Most Missions said they would like additional GATE help in the future.

In **Peru**, even with strong support from Mission management and with understanding of significance of gender prior to GATE, Mission and implementation partner staff were disengaged. However, changes in attitudes and commitment followed GATE training workshops on how gender roles affect project success and poverty reduction. USAID/Peru has incorporated the lessons from GATE into the design of two new EG activities.

In **Kenya**, USAID and partner staff were aware of the importance of gender, but lacked knowledge and skills required for successful implementation. GATE training and technical assistance showed how to better address gender issues, and several partners appreciated GATE's emphasis on financial efficiency and competitiveness. Some partners are confident enough to collect and analyze gender data for their design and Performance Management Plans, and to train their own staff on gender integration issues.

In **Bangladesh**, GATE entered an environment where gender was already a Mission priority, and where gender integration was overwhelmingly present in procurement and implementation stages of EG activities. GATE training and research complemented ongoing Mission gender activities, contributed to the partners understanding of USAID's gender approach, and increased collaboration between the Mission and the implementing partners.

In **Albania**, GATE provided gender training and analysis to help the Mission develop its \$10 million Albania Agricultural Competitiveness (AAC) Project and a new micro-entrepreneurs credit program. Absent the GATE intervention, gender would not have been seriously considered in those designs. Prospects look strong for gender considerations to be included in future Mission programs.

In the **Dominican Republic**, gender awareness was raised through GATE training courses focusing on the unemployment problem facing women garment workers. Although the GATE study was well received, USAID was unable to fund an employment program. The government and other donors lacked interest in funding employment programs. Unemployment increased and little was done in the wake of GATE's analysis.

In **Nigeria**, GATE analysis was completed on one crop -- cowpeas. The USAID MARKETS project found the GATE study of the informal sector interesting although its own focus was on large farmers and processors. GATE recommendations were not used by USAID, other donors or the government. The departure of the Mission “gender champion” may have contributed to the loss of interest in GATE’s recommendations.

In **South Africa**, the research was done almost completely by local academics and was not appropriate to USAID or government needs. The GATE research also had the misfortune of being completed after a change in Mission EG officers and a new Mission strategy that moved sharply away from the GATE topics of trade and micro-enterprise.

GATE undertook to develop trade-capacity building programs that integrated gender perspectives in seven countries over a five-year period. A range of lessons were learned:

- commitment to gender issues from senior Mission management and from local staff was important for sustainability;
- gender trainings that targeted local staff enabled Mission commitment to gender integration to be sustained, despite the more rapid turnover of direct-hire staff;
- the more all-encompassing pro-poor approach, whose focus extended beyond women, but placed gender at the analytic forefront, ensured greater buy-in;
- support for gender-informed economic analysis appealed to trade economists and could be successfully combined with hands-on gender trainings for staff and implementers; and
- GATE implementation strategies should be tailored to the circumstances of each individual country.

## **II. Assessment Methodology**

This assessment analyzes the GATE project’s ability to improve USAID Mission and implementing partner approaches to trade and economic growth activities related to gender and poverty. It identifies lessons learned and best practices and covers both successes and challenges.

Most of the work was done in Washington, through a review of 64 GATE program studies, reports and evaluations along with other project data. Since documents may not give the full flavor of an activity, it was necessary to collect information from a broad range of people familiar with GATE activities. This included GATE staff, USAID staff, consultants, and implementing partners. (Annex 1). They shared the same goals but each had a slightly different perspective on GATE and its implementation. Two different interview questionnaires were used: one for

GATE staff and Washington contacts and the other for USAID Mission staff and partner field staff. A total of 62 interviews took place -- 9 were done in Washington, 44 were done overseas and another 9 overseas interviews were done by phone from Washington. (Annexes 2 and 3). Despite the fact that each country had unique circumstances, many similar statements were used to describe GATE and its effectiveness. When we heard the same points made by three or more people in different countries (and no strong dissent from others), it was reasonable to accept that point of view. USAID implementing partners at times had a different perspective from USAID staff. Their views were highlighted as long as three partners mentioned an issue.

Due to cost considerations, a number of interviews were conducted over the phone. They included interviews with USAID staff, implementing partners and individuals no longer associated with the project, covering four out of seven countries. This type of data collection saves time and money, but it was still useful to “ground-truth” the findings by visiting three GATE countries – Kenya, Bangladesh and Peru. Field visits provided an opportunity to receive additional feedback from USAID staff and implementing partners. The Assessment team consisted of two primary members – an economist (team leader) and a gender specialist. The team was supported by a Program Analyst from the WID office who accompanied the team leader to Kenya, and an Education Specialist, who did a short field survey in Peru. The team leader alone did the field work in Bangladesh.

### **III. The Positive Effects of Gender Equality on Poverty and Economic Growth**

Although not approaching its implementation from a “women in development” perspective, GATE has recognized the importance of gender equality and women’s participation in poverty reduction and economic growth activities. Micro-level activities where women are active participants have shown significant benefits. Women produce and consume, manage businesses and households, earn income, borrow and save, and are an increasing share of the world’s wage labor force.<sup>1</sup> Understanding how women access markets as producers and wage laborers is critical for fostering pro-poor and inclusive economic growth. Analyzing where women are in the global supply chain and the resources they use provides information on how to strengthen local economies and maximize forward and backward linkages. Reducing barriers to market access and enhancing women’s productivity benefits both economies and households.

Women also have an entrepreneurial role. Women-run businesses tend to be small- and medium-sized enterprises, usually in the informal sector. Entrepreneurship and investment influence their rate and pattern of growth, the

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<sup>1</sup> Gammage, Diamond and Packman, GATE dTS, “Enhancing Women’s Access to Markets: An Overview of Donor Programs and Best Practices” (October 2005).

types of forward and backward linkages that develop in an economy, the labor demanded, and the human capital investment required to meet labor demands.

Women with little more than their labor to sell are likely to cluster in the informal economy in small production units. The small but growing group of women entrepreneurs faces new opportunities and constraints in scaling up their economic activities and entering new markets. Analyzing the factors that make women vulnerable, or less able to take advantage of opportunities to expand and upgrade their activities, is essential for the appropriate design and delivery of policy, programs, and projects.

Additionally, there are economic benefits at the macro or national level related to gender equality. The World Bank recently analyzed data from a broad range of economic studies to identify the role of gender equity and women's empowerment in increasing a developing nation's overall economic growth rate.<sup>2</sup> The economic analysis examined women's opportunities, rights and voice in relation to access to land, jobs and credit.

Economists have long recognized that improved human capital (abilities, skills and knowledge) increases economic growth and income. Improved human capital depends in large part on improved welfare from better nutrition, health and education. An improved enabling environment of economic policies, laws, cultural practices and market access increases economic opportunities for poor men and women, which increases economic growth. Existence of gender-related barriers has a negative impact on overall economic growth.

To test that theory, the World Bank analyzed studies done in 73 developing countries. To measure quality of life, it used the UNDP Human Development Index<sup>3</sup> for men and women in developing countries. The study compared the female-to-male Human Development Index ratios for each country. It found higher economic growth rates in countries where gender inequality was low. It then compared the female-to-male ratio to the percent of the total population living in poverty. When the Index ranking of women lagged far behind men, poverty was high. When the index for women was higher, poverty rates were lower. A good example is Kenya, where the World Bank<sup>4</sup> found that addressing gender-based inequalities could immediately increase GDP growth by 4.3 percent, followed by an increase in GDP annual growth of 2-3 percent in future years, clearly demonstrating the linkage between macro economic growth rates, poverty and gender equality.

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<sup>2</sup> Morrison, Raju, Sinha. "Gender Equality, Poverty and Economic Growth." World Bank Working Paper 4349 (September 2007).

<sup>3</sup> The Human Development Index combines three elements: 1) life expectancy at birth, as an index of population health and longevity; 2) knowledge and education, as measured by the adult literacy rate and the combined primary, secondary, and tertiary gross enrollment ratio; and 3) standard of living, as measured by per capita gross domestic product (GDP), at purchasing power parity (PPP), in U. S. dollars.

<sup>4</sup> Ellis, A., et al., Gender and Economic Growth in Kenya, World Bank (2007).

Since gender considerations had not always been prominent in USAID EG programs, GATE was a way to introduce these concepts into design and implementation of economic growth activities.

## IV. GATE Overview

GATE's overall objective was to help USAID Missions, Operating Units and USAID implementation partners integrate the needs of the poor, particularly poor women, into their trade and economic growth activities. To improve USAID's institutional capacity, GATE provided training and technical assistance to USAID Missions to identify gender-based constraints in trade activities. GATE developed innovative analyses of gender-differentiated trade opportunities and the problems faced by the poor. It assisted with new approaches and interventions to remove gender-based impediments. It then disseminated this analysis. GATE also assisted the WID Office in meeting its own Strategic Objective (SO)<sup>5</sup> and Intermediate Results (IR).<sup>6</sup>

### The GATE Program

#### Overall GATE program objectives:

- Provide technical assistance or program development assistance to seven USAID Missions and Operating Units.
- Develop trade capacity-building programs that integrate a gender perspective.

#### Two major areas of focus are:

##### A. Identify gender-based constraints in labor intensive export industries and develop interventions to alleviate those constraints.

- Gender sensitive trade risk assessments associated with elimination of the Multi Fiber Agreement (MFA). This helps USAID understand the potential impact on jobs, wages and working conditions. Developing gender-sensitive assistance to mitigate the negative impacts of the end of the MFA.
- Improve workforce skills to help workers advance to higher positions or to new work if they become displaced.
- Strengthen the capacity of non-governmental organizations and other partners to address issues and policies affecting workers.
- Building country level capacity to inform policy makers of the employment concerns associated with export industries.

##### B. Identify gender-based constraints associated with trade and interventions to deal with those constraints.

- Conduct gender assessments of technical assistance needs related to trade agreements and trade participation constraints. Identify and set priorities for developing trade capacity assistance activities that will stimulate economic growth, reduce poverty and reflect gender needs.
- Conduct research on the gender implications of macro-economic policy interventions aimed at lessening negative impacts (e.g. regional common external tariffs).
- Assess Mission trade facilitating mechanisms and design gender equitable interventions that can be a model for replication by other USAID Missions.

<sup>5</sup> SO #8: Gender Considerations in USAID's Development, Humanitarian and Transition Work Better Reflected

<sup>6</sup> IR #1: New knowledge/information on gender issues generated and disseminated; and IR #2: Organizational and technical capacity to apply gender-responsive approaches increased.

## V. GATE Design and Implementation Approach

GATE's first priority was to identify participating country Missions. USAID/Washington sent a cable to all field Missions describing the program and the selection criteria.<sup>7</sup> Eighteen Missions sent in proposals. Ten applicants faced problems from the start. For some, timing was a problem; one only wanted to support existing contractors; in another country there was no in-country USAID Mission; one lacked an EG Strategic Objective that included trade; while security and political conditions were a problem in others. Eight countries were selected: Peru, Albania, Nigeria, South Africa, Kenya, Bangladesh, Vietnam and the Dominican Republic. Vietnam dropped out because the Mission was not fully staffed and had to devote full attention to an Avian flu outbreak.

The GATE project worked in logical stages to increase gender awareness. In each country it started with an identification of key constraints, best practices and knowledge gaps. The project then collaboratively worked with each Mission to develop a Country Action Plan (CAP). The CAP established a set of GATE/Mission agreed upon activities through which to integrate gender concerns into the Missions' economic growth and trade portfolio. The CAP was a collaborative, multi-year plan. GATE provided training, analytical studies and implementation assistance and the Mission agreed to support those efforts. While each country program was tailored to local needs, generally GATE tasks included an overall "Economic Snapshot," training sessions to build Mission and partner gender knowledge and skills, analytical studies of specific sectors or products and finally, assistance in implementing the new approaches.

GATE recognized the need to win the support of economists who approached economic growth issues without taking gender into consideration. Rather than making this a "Women in Development" project, a pro-poor approach was used to increase the incomes of poor men and women. Compared to poor men, poor women face additional social and economic barriers that reduce their productivity and income. GATE used the value chain approach as its analytical tool, examining how value is added at each stage of production, from the start until a product or service is sold to the final customer. Analyzing the total value chain provides opportunities to target assistance, inputs and incentives to reduce an excessive number of intermediaries, increase the bargaining power of low income producers, and ensure appropriate technology, storage, and transport facilities that enable the poor to capture more of the value added.

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<sup>7</sup> The selection criteria included six questions:

- Does the Mission Strategic Plan include economic growth activities that could effectively use GATE assistance?
- Does the Mission have ideas on how GATE could complement existing activities and suggestions for new research and interventions?
- Are there EG trade-related activities involving women that GATE could build upon and strengthen?
- Are there good data available for GATE research and analysis?
- Are there effective local women's research, economic or job creation organizations, especially among USAID partners?
- Is there a recent gender assessment done by USAID or another donor?

Value chain analysis was used by the GATE economists to map the proportion of women to men at each node of a value chain. The relative earnings of women at each node are compared to men's earnings at that node and also compared to actors at other nodes. Increasing the presence of women in nodes where significant value addition occurs is one method of empowering women, as is improving the quality of their product at each stage, thus allowing them to reap added value.

Value chain analysis examines ways to improve productivity and income along the chain while distributing increased benefits to a greater number of poor men and women. Within the pro-poor framework, it explores the economic, organizational and asymmetrical relationships that exist between the actors who participate in the various segments of the value chain. It analyzes income and value added at each stage in the chain, the purchase and sale prices obtained by actors along the chain, and potential economic spillovers for other sectors. It can present several forecasts to explore the potential absorption of labor under different expansion scenarios.

GATE produced three gender value chain analyses – Bangladesh, Kenya and Peru, which identified key problem areas where improvements could be made in terms of gender balance and increased equality between men and women. USAID Missions need to know what type of changes should be considered, how they should be implemented, who is responsible for the changes, and what actions are critical to success.

At the end of each GATE value chain analysis there was a Policy Action Matrix that laid out the necessary “what, how and who.” In a concise table it identified: a set of problems; possible actions to consider; needed activities that USAID, other donors or the government could launch; indicators to measure accomplishments; specific gender indicators; and the responsible agencies in the government.

### **Value Chain Example: Bangladesh Shrimp Value Chain Analysis**

The Bangladesh shrimp value chain analysis identifies key problems and a specific set of recommended actions in its Policy Action Matrix. The value chain analysis found that income generated from shrimp exports is not broadly shared throughout the chain—there are marked differences in the benefits accruing to middlemen and exporters in contrast to the returns realized by farmers and shrimp fry catchers. Moreover, gender disparities permeate the chain, reflecting occupational segmentation, wage inequality, and job insecurity for women.

A Bangladesh GATE consultant pointed out: “It is useful to understand the significance of sex of people *actually making transactions* at each node. This is where key decisions on price, inputs, and product quantity and quality are negotiated. In Bangladesh, for example, restrictions on the mobility of women mean that few rural women enter the market place as vendors or as purchasers.

None of them are middlemen, the critical players between producers and retailers. Due to their distance from the consumer, women may lack a good understanding of consumer requirements. One way of increasing women's say in negotiations is by ensuring accurate information flows to women at each node."

The most vulnerable actors in the value chain occupy the least secure employment, depend on resources they do not own, and have limited opportunities to upgrade their production or change the terms and conditions of their labor or product sales. Women are concentrated in the more flexible and insecure nodes of the value chain as shrimp fry catchers, farm laborers, and workers in shrimp processing plants. Insecurity in the chain is synonymous with low incomes and a greater vulnerability to poverty.

In order to increase the opportunities and benefits from trade, there is an urgent need to raise productivity and improve production methods in the shrimp sector. A key problem is the excessive number of inefficient intermediaries. Significant losses and spoilage occur as the fry or shrimp pass through multiple intermediaries before reaching the shrimp farm or processing plant. Additional efforts need to be made to reduce indebtedness lower down the value chain to allow producers to sell in local markets without being tied to lenders. Indebtedness binds fry-catchers and farmers into contracts with intermediaries that reduce their incomes. Finally, there is environmental damage from the way shrimp fry are caught and the way shrimp are raised along with social costs for those who receive low income, limited benefits and little economic security.

The Policy Action Matrix identified the following key problems: low shrimp farm productivity, indebtedness, too many inefficient intermediaries, environmental damage and social welfare costs. It recommended actions, activities, and indicators including gender indicators. It then identified key actors who can work to solve the problems: Government of Bangladesh Agencies, exporters, processing plants, USAID, other donors and NGOs.

## **VI. GATE Assistance Approach**

The Assessment team studied the GATE training materials and analytical studies. It then interviewed 62 people from USAID Missions, GATE staff, and partners in all seven countries about the GATE program. It examined the technical rigor and appropriateness of GATE economic, poverty and gender analysis, and the relevance of the recommendations provided in each country and the results achieved.

Gender training programs were thorough and appropriate to USAID and partner needs. All interviewed participants gave the training high marks for educating Mission and partner staff on poverty and gender issues. Mission staff recognized the high quality of GATE analytical reports, value chain analyses and technical

assistance. Most Missions said they would like additional GATE help in the future.

The GATE approach of using pro-poor and value chain analysis to identify strengths and weaknesses in the production process is logical and effective. Once bottlenecks, inefficiencies and gender-specific obstacles are identified, it is possible to make sound recommendations for ways to improve efficiency. Since value chain analysis generated gender-differentiated data, it was possible to compare the differences in income and job security between men and women at each stage in the production process.

Even with training and economic analysis, results were minimal in Nigeria, South Africa and the Dominican Republic. Those USAID Missions were committed at the start, but a change in Mission staff, a change in funding priorities, or a new program approach harmed the GATE program. In the other four countries, USAID Mission staff confirmed the value of GATE assistance.

## **VII. How GATE Assistance Changed USAID Mission Programs**

A key measure of GATE success is the impact it had on USAID EG trade programs. Below are discussions of the relative signs of GATE's impacts. Generally speaking, however, the three country programs (Bangladesh, Peru and Kenya), visited by the Assessment team, showed significant changes, and it appears that gender considerations will have an important role in their future programs. The remaining four countries were not visited by the Assessment team, and showed mixed results. Albania's GATE program started slowly, after most of the other country programs, and some progress is evident in the Mission's EG activities. The three remaining programs had more limited success, due to a variety of factors including difficult country conditions (Nigeria), staff turnover (South Africa) and lack of stakeholder coordination (Dominican Republic).

### **Peru**

In Peru, compared to other countries, GATE found better data and senior USAID Mission management strongly interested in applying gender to its programs. However, two new EG activities have had limited benefits from GATE assistance.

GATE prepared an economic snapshot of the economy covering trade, poverty and labor markets. It provided analytical studies of the artichoke sector; a trade impact review; a gender training course; and a review of the information and communication technology sector to improve agricultural and handicraft market access.

The Assessment team interviewed nine USAID and partner staff. Although there was gender awareness at the Mission prior to GATE's arrival, staff were

disconnected from the actual processes of gender integration in the Mission programming. Changes in attitudes came only after training workshops helped staff understand how gender roles affect project success and poverty reduction, and how gender fits into economic growth activities. Gender training was particularly important for partners and Mission Peruvian staff.

A senior Peru Mission Officer noted that some Mission staff and partners approached GATE with skepticism. They expected the program to be solely focused on women's roles, but were surprised that GATE had solid economists who used analytical tools to address poverty. Mission staff moved from gender compliance to actually seeing gender as being an integral part in the success of the Economic Growth Program.

A USAID partner and USAID staffers noted that top Mission management made gender integration a priority. GATE staff were very responsive and professional, and tailored their program to address the needs of the Mission. USAID staff had high praise for GATE training and analytical studies.

The value chain analysis of the artichoke sector was a useful tool to identify different roles and benefits for poor men and women. The artichoke activity generated jobs, but women were concentrated in processing with lower wages, short-term contracts and little job security. GATE analysis served as an opening for discussions with the government on artichokes as an excellent crop for poor farmers, particularly those living in the highlands.

As per USAID requirements, the Mission includes gender analysis in all scopes of work and RFPs. USAID has incorporated the lessons from GATE into the design of two new EG activities: one on competitiveness and one dealing with alternative development. GATE documents are referenced in the RFP bid documents for the new activities. A final area where GATE helped USAID Mission staff was with training and guidance on design and evaluation of activities.

Several problems were noted. (1) Artichoke value chain analysis identified market failures and collusion at various points in the value chain, but the problems have not been solved. As a result, highland artichoke producers are still receiving low prices and are reportedly cutting back on production. (2) A USAID partner noted the difficulty in using value chain analysis for other crops since Peruvians do not understand overseas markets and the quality and sanitary requirements needed for exports. Additional donor or NGO assistance is needed. (3) For two new projects gender impact is limited. The Alternative Development Program includes a gender specialist and deals with cross-sector issues that include women. The project is working to mainstream gender at all levels but so far, gender policy changes and results are minimal. Project staff attitudes about gender integration are a problem. The MYPE Competitiveness Program lacks a gender specialist. Senior staff doubt whether gender relates to

their project or whether gender affects economic growth. Women are included in activities where they traditionally have a role, but the project has not worked to include them in new areas.

## **Kenya**

The GATE Assessment Team interviewed over 20 USAID and implementing partner staff from seven organizations who had worked closely with the GATE project. GATE was very responsive and professional in addressing the Mission's needs. USAID and partner staff had high praise for GATE training and analytical studies.

Senior USAID Mission staff supported gender integration. But even stronger support came from working level staff, including the WID officer, CTOs and USAID implementing partners. In contrast to the top-down support in Peru, in Kenya it came from the bottom and moved upwards.

GATE prepared an economic snapshot of the economy covering key sectors and trade, poverty, labor markets and gender inequalities. It then completed a gender assessment of Sustainable Conservation-Oriented Enterprises along with analysis of prospects for small agricultural producers. It presented a three-day gender training course for 29 participants from USAID and USAID implementing partners, dealing with gender and policy issues along with recommendations on how to integrate gender into activity designs. The training participants were aware of the importance of including gender in project activities, but lacked the knowledge and skills on how to do it. That is where GATE training and technical assistance proved useful. All of the partners gave the training high marks for showing them how to address gender issues and incorporate it into their work. For example, staff from the Kenya Agriculture Research Institute and the Kenya Horticulture Development Program held a gender workshop for their own headquarters staff and plan similar training for field staff. Partners are also collecting and analyzing gender data on their own, and no longer require the services of hired outside gender experts; they include gender considerations in their surveys; and they have expressed an interest in a potential buy-in of any future GATE-type program, as long as it meets their needs and timetable. However, some concerns were voiced as well. Several partners noted the challenge of incorporating gender mid-activity; and proposed longer and more targeted trainings (which would include M&E), as well as a better system for dissemination of GATE studies. Additionally, there was concern about sustainability of gender inclusion in EG activities after GATE ends. Suggested elements of moving forward included using local gender experts or building a local gender institution which would require USAID "seed capital" and funding for short-term assistance from gender experts; as well as involvement with the U.S. Peace Corps.

GATE helped on the implementation questions after its in-country work ended. It set up an electronic virtual team to provide support from Washington for USAID and partners. The partners knew what they wanted but needed guidance and advice on the mechanics of specific questions for specific activities. A partner would prepare a draft of a document, send it by e-mail to the GATE Kenya manager in Washington, and then receive specific suggestions. Partners often sent in draft Performance Management Plans and Work Plans for comments.

## **Bangladesh**

GATE began working in Bangladesh in 2005, at a time when the USAID Mission was looking for a better way to do gender analysis and integrate gender in their programming. An Investing in Women in Development (IWID) Fellow had been in-country in 2003-2004, providing gender training and working with USAID Mission staff. Senior management strongly supported gender and the GATE pro-poor approach.

GATE produced 13 reports including overview documents: an economic snapshot of the economy covering trade, poverty, and markets; donor strategies and opportunities in dealing with gender, migration, and remittances; and a gender handbook and training materials for a gender workshop held in Dhaka in 2005. On the trade side were general studies which included a trade impact review; a study of gender and trade liberalization; a general equilibrium analysis of the gender effects of trade; and a legal and regulatory analysis of trade and gender. There were also gender sector studies of the shrimp sector; ready-made garments; and opportunities for women in information and communications technology (ICT).

USAID and its partners agree that GATE's overall approach was on target for Bangladesh. Appropriate topics were identified and the analytical studies were of high quality. USAID and its partners were already using a pro-poor approach in their programs. Women are the poorest of the poor and excluding them from employment opportunities has a large economic cost. GATE's pro-poor approach of encouraging economic efficiency and competitiveness fit perfectly in Bangladesh. Value chain analysis identified both problems and opportunities at every point in the production process.

GATE worked well with USAID and implementation partners and all stakeholders were involved. A typical comment was that gender training was practical and operational, not just theory. GATE research studies were an excellent way to identify policy issues that the government and stakeholders could deal with. While all agreed that the studies were needed and useful, there were some complaints. A partner noted that the GATE study it worked on was short on GATE funding, done too quickly and did not cover a large enough sample. The NGO put in its own staff time and money to close the gap, which demonstrated its commitment to the end result, despite obstacles. Another partner said that

when activities were in mid-stream, it was hard to revise an activity to include new gender requirements. Making sure that gender was included was most successful with new activities.

Almost all found GATE's Policy Action Framework (PAF), at the end of each analytical study, a useful way to list needed reforms. A PAF critic said the recommendations were too general, including generic problems that affect many sectors of the economy. As a result, it often took years before changes occurred and many problems still exist. Donors, NGOs and the government need more specific and practical direction on what should be done for a specific sector.

As a direct result of GATE assistance, USAID funding of new activities with the World Fish Center, cyclone reconstruction, and the competitiveness (PRICE) activity all include a strong gender component. The Fish Center found several GATE suggestions useful. Cyclone assistance is being targeted to female-headed households and gender benefits are an important part of reconstruction. The executive director of the Bangladesh Shrimp and Fish Foundation worked closely with GATE as it started its program and then worked with the Ministry of Fisheries to prepare a pro-poor and women's road map for the Bangladesh Poverty Reduction Strategy Paper (PRSP). On the negative side, USAID's environment and energy programs have faced challenges and the partner working on the USAID competitiveness project has been slow to include gender in its program.

Since there is always staff turnover and new partners, it is important to spread and reinforce the gender ideas and approach GATE developed for Bangladesh. Not all of the partners attended the 2-day gender training session. Some within USAID had seen only one or two GATE studies. Most partners had not seen any GATE Bangladesh studies and both USAID staff and partners were unaware of GATE studies in other countries. To deal with that problem, the USAID Mission expressed an interest in disseminating the GATE Bangladesh studies and reports within USAID and to implementation partners. The field assessment team gave the Mission a list of GATE Bangladesh publications and the Mission has access to the GATE web pages at the WID Office website.

Looking to the future, USAID/Bangladesh staff and most partners understand the importance of gender analysis in development programs. There is no need to create gender sensitivity with additional training programs -- it is already there. But it is important to keep the existing knowledge base strong, especially given staff turnover. Short refresher courses could keep knowledge from being lost. On the implementation side, it would be useful for partners to have expert help with practical application of gender theory to activity designs, work plans, M&E Plans, etc. In the future, the USAID Mission might be willing to fund follow-on assistance or buy-in to a GATE-type contract. The problem is not their willingness to fund gender experts, but a budget timing problem. The Mission budget locks things in at least two years in advance. USAID/Washington must

let the Mission know well in advance if assistance will be available and the Mission might then reserve funds.

## **Albania**

GATE worked on building gender awareness and labor market data in Albania. USAID local national staff and partner staff had a low level of gender awareness and there was no Mission gender officer. GATE prepared an economic snapshot of the economy covering trade, poverty and labor markets. Gender training was provided to help USAID and partner staff understand the essential underpinnings of sex versus gender, that is, the difference between socio-culturally determined and biological attributes.

To help the government and USAID, there was a GATE research paper with recommendations on labor market gender information, data gaps and data needs. A research paper analyzed Albania's micro and small entrepreneur's financial skills, attitudes and behavior. GATE helped the Mission with gender training and analysis as it developed its \$10 million Albania Agricultural Competitiveness Project and a new micro-entrepreneurs credit program. According to Mission staff, gender has already been integrated in an ongoing economic growth project's performance monitoring plan.

## **Dominican Republic**

In the Dominican Republic, with the end of the Multi Fiber Agreement, future unemployment problems were correctly anticipated by the Mission. Dominican Republic garment exports to the U.S. would decline sharply, and women were the bulk of the workers in garment factories. The Mission was interested in a retraining program or other efforts for women workers who would lose their jobs.

GATE provided the Mission with gender training and an "Economic Snapshot" of the economy covering trade, poverty and labor markets. It prepared an analytical study of future unemployment in the free trade zone and supported meetings with USAID, the government, World Bank and Inter-American Development Bank. While all actors were interested in the problem and found the GATE studies and recommendations relevant and potentially useful, no one came forward to champion a solution. Subsequently, a change in Mission management led to further disengagement from the issue and, in the end, no action was taken.

## **Nigeria**

In Nigeria, GATE prepared an Economic Snapshot covering the economy, trade, poverty and labor markets, and produced a sector-specific analysis on one crop - cowpeas, with no indication that the recommendations were adopted. At the time of the GATE country visit, political problems made travel difficult. As a result, GATE did only the cowpea study, in response to interest from the USAID funded

MARKETS project. The GATE study identified the major role of women in the value chain, and providing a list of recommendations.

The MARKETS project found the study useful since it pointed out the importance of women in cowpea production and processing and the need to improve their business skills through training. However, the project did not use GATE recommendations as it dealt with the formal sector and large processors, rather than the informal producers and processors covered in the GATE study. The lack of USAID follow-up might also have been due to the departure of the USAID gender specialist who had been the GATE champion.

## **South Africa**

South Africa Mission staff changes, a changing USAID program and research that lacked appropriate program recommendation meant limited impact. There was a GATE Economic Snapshot, a micro-enterprise paper, the Research Brief on the “Gender Dimensions of the Incidence of Tariff Liberalization” and the analysis of “How Trade Liberalization in South Africa Has Affected Men and Women Differently.” The USAID Mission wanted the tariff and trade studies to meet the needs of the South African Government Trade and Industry Department, Trade and Industry Policy Secretariat (TIPS), COSATU (the trade union) and the Treasury.

The trade liberalization study used a dynamic general equilibrium and micro simulation model. It was academic and not policy oriented. It provided analysis for government policymakers which the Mission viewed as the primary audience. It is not clear if the South African Government used the GATE studies. For USAID, there were almost no actionable recommendations. The Research Brief provided a good explanation of the winners and losers of trade liberalization, but offered only general recommendations rather than specific actions USAID might consider. There was also a GATE micro-enterprise paper, which was too academic and did not provide information in a form that USAID could use in its program and activity development.

In other countries, GATE made a point of using a team of international experts familiar with USAID needs, along with local gender and trade experts. That type of team makes the best use of those who understand the host government and the local economy and society along with those who have worked on similar problems in other countries and understand USAID needs. In South Africa, the research was done almost completely by local academic experts and was not appropriate to USAID Mission needs.

There was an additional problem. The GATE research had the misfortune of being completed after a change in Mission EG officers, when questions were being raised about the EG strategy and funding priorities. The Mission went through strategy reviews and developed a new Operations Plan. The new EG

program centered on small and medium enterprise (SME) competitiveness and SME finance. Trade was no longer an EG priority. On the question of why GATE studies were not used, a USAID Mission economist noted that:

*“The GATE activities were not relevant to our program. We don't have micro-enterprise activities in South Africa, and we don't have trade policy liberalization activities either (which were both GATE research topics). We have a strong gender component in our SME development activity, but the design was based on other studies and assessments done specific to that program.”*

## **VIII. USAID Mission Commitment**

GATE provided excellent analytical studies and training. But that did not assure that proposed efforts would be fully implemented. In each Mission it depended on how gender ranks compared to other USAID priorities; whether Mission management has a strong interest in gender; and staff turnover and institutional memory.

### **USAID Mission Funding of GATE Assistance**

GATE looked for Mission demand but was heavily supply-driven, as it had a product to deliver. The assistance it offered was free whereas, in general, a Mission requiring short-term assistance from the WID Office pays for a portion of the total costs. Free services result in high demand, but may be used ineffectively. For example, in several GATE countries results were limited.

The Assessment team asked USAID staff in each of the seven countries whether they would have participated in the GATE program if there had been a required financial buy-in. All said that GATE provided useful services, but their budgets were tight and they doubted whether they could have found Mission funding. Training and research, especially when it comes to gender, often are low priorities when money is tight. In addition, at the start, they were not sure if GATE would be useful. Since GATE was new and unknown, they would not have requested GATE assistance, even if the buy-in was a small financial cost. In regards to paying for a follow-on GATE project, most said it might be difficult to get Mission funding. In addition, the USAID Mission budget process requires that money be allocated at least two years ahead of time.

There was interest in operational assistance. Several countries said GATE helped them understand how to design EG programs that integrate gender considerations. They are now in the next stage where they need program and operational help. They probably could find funds if it could help them design a new strategy, new activities or do an evaluation.

One person noted that it was difficult to get GATE staff to come on the dates they were needed in the field. In their view, it seemed that GATE had ad hoc funding and scheduling which made it difficult to meet Mission needs. They suggested that, if a new program is to be launched, there should be a multi-year agreement between GATE and the Mission. Also, they would be happy to provide funding if they could get the required gender skills when they needed them.

### **Management Commitment**

Several stakeholders noted that a financial buy-in is one way to measure Mission commitment, but there are other ways. All agreed that when senior Mission management recognized and supported gender considerations, staff commitment followed. But management needs to make sure that a gender plan is in place and that performance is monitored to see if it is taken seriously. Gender should not be just an add-on but integrated at each stage of the process -- strategy, activity design, contract scopes of work and monitoring and evaluation. One Mission suggested that managers should recognize those who take gender seriously with awards and good annual performance ratings. On the negative side, a stakeholder noted, attention or inattention to gender rarely resulted in rewards or punishment for staff or managers.

In some Missions, management recognized gender along with other priorities. They did not give gender special emphasis and there was limited support from the top. When working in that situation, GATE raised awareness and knowledge of the CTOs and line staff with a bottom up approach.

### **Mission Institutional Memory**

Even with good gender training and assistance, knowledge dissipates rapidly. USAID direct hire staff turnover is a given, based on two- and four-year cycles. In that situation, it is hard to maintain an institutional memory when staff do not know what the Mission did a few years ago. Several people pointed out that continuity is helped by long-term local employees.

There is also the problem of limited knowledge of what has been done in other countries. The Assessment team asked all country staff if they were aware of GATE reports from other countries. While there were different programs in different countries they all faced similar gender problems. Several people had seen one or two reports but most were unaware of other country research and lessons. They appeared to be unaware of the availability of GATE reports, per se, whether online or via Washington.

## **IX. How to Disseminate GATE Findings and Lessons Learned**

In the assessment interviews, Mission and partner staff were asked whether they had seen materials produced for their country or other GATE countries. In

general, the response was negative. Even if Mission staff had come across the studies, frequently, they had not read them. It was suggested that short summaries of each study be made available to participating countries; in fact, GATE has produced research briefs of some of their publications and these are available. (The GATE web pages on the WID Office website contain all publication deliverables, including summaries and tools produced by GATE over the course of the project.)

Suggestions were made that the format for GATE web pages be made more user-friendly, in particular by cross-referencing materials not only by country, but by function/type (i.e., tools, studies, etc.). Functionality in the GATE web pages would also be enhanced by allowing GATE participants-- Mission staff, implementing partners, local NGOs-- from all seven countries to share their experiences with each other.

Promoting conferences and workshops, both in Washington and overseas, is another way of disseminating key GATE messages, lessons learned, best practices, and policy and program implications related to its work. Indeed, this process has already begun: GATE organized and funded a December 2008 regional workshop at USAID/Kenya with participation from Missions from Uganda, Tanzania and Rwanda on gender and lessons learned from GATE. Going forward, during Spring and Summer 2009, the project will facilitate three Washington-based events on the following topics: 1) New knowledge/information on gender issues; 2) Organizational and technical capacity to apply gender-responsive approaches; and 3) The launch of the GATE Gender in Value Chains Handbook.

Additional hard copy and electronic distribution of GATE materials to USAID, partners, and other stakeholders will continue to be supported. Other channels for online dissemination might more systematically target existing clearing houses, such as USAID's Global Development Commons, or other portals like [www.awid.org](http://www.awid.org), [www.eldis.org](http://www.eldis.org), or [www.developmentgateway.org](http://www.developmentgateway.org).

## **X. Findings and Lessons Learned**

As a result of GATE's assistance, more than half of participating Missions have successfully integrated gender in their EG programming. GATE's diverse approaches, including economic studies, trainings and provision of EG tools (especially the pro-poor and gender-oriented value chain analysis) have contributed to a variety of lessons learned:

### **Building Commitment**

- USAID staff respond when senior management makes it clear that an issue is important and management intends to monitor performance. GATE found

that gender was given that type of support in some USAID Missions but not in others.

- Most USAID Missions have a Woman in Development (WID) officer, who quite often has multiple responsibilities competing for attention. While GATE always worked closely with the WID officer, often an even stronger champion was found in the EG office or senior management.
- USAID American staff rotate out of a USAID Mission every few years, which can lead to loss of institutional memory and continuity in programming. To deal with that problem, GATE included local national staff, contractors and partners in training programs and analytical research efforts.
- GATE used a Country Action Plan (CAP), which created a collaborative agreement. It was not a legal contract but a joint written commitment. The USAID Mission and GATE each agreed on their individual responsibilities, activities and a timeline to achieve the objectives. The CAP was a good tool to keep everyone's attention on getting the agreed job done.

### **Integrating Gender - The GATE Approach**

- Mission technical specialists receive requests from a number of USAID special interest groups who have ideas on how to improve activities. They include a wide range of topics such as climate change, disaster preparedness, labor unions, faith-based and community groups, public private partnerships, volunteers for prosperity, White House initiatives, etc. Gender is often viewed warily as another special interest. USAID Missions agreed that GATE avoided being just another special interest group. It addressed gender through the more all-encompassing pro-poor approach, which may hold greater appeal to trade economists.
- Many economists see relations between men and women as a given and work to improve economic growth with an emphasis on poverty reduction. They are wary of gender or cultural analysis. By using quantitative, pro-poor economic analysis GATE effectively used the language of economics to reach out to Mission economists, especially those skeptical of gender issues.
- USAID economists need sound economic analysis with specific recommendations on how to support pro-poor trade programs. Gender is an important part of a pro-poor approach. GATE used a value chain to analyze production and marketing. It identified skill levels and value added along with the wages and profits at each stage. It made it possible to see at which stages women are concentrated and when both men and women work at the same tasks, what is the wage difference between men and women. A value chain provided a sound economic analysis of impediments to women's access to jobs, finance and goods and services markets.

## Implementation

- GATE had a logical sequence in its country programs. A general overview of the economy and identification of key gender issues was the first step. Gender understanding was developed through workshops for USAID and partner staff. To make the training relevant, GATE tied it to specific technical issues or programs of importance to the USAID Mission. Crop or sector analysis followed and, finally, assistance with activity designs and RFPs. The sequence of awareness, training, sector studies and support for activities was not always followed since meeting Mission priorities and gaining Mission support was important. For example, doing sector analysis early on, rather than later, could be a way to gain Mission commitment. By demonstrating how gender issues could be identified and addressed, a Mission could see the value of what GATE was doing.
- GATE assistance was keyed to the needs of USAID and its implementation partners. Partners needed to know how to integrate gender into the programs they were implementing with USAID funding. The partners were appreciative when they received gender training before they designed a new activity, as this then resulted in gender integration from design through implementation stages. On the other hand, it was difficult to incorporate gender considerations into an ongoing activity.
- For the analytical studies, GATE used a team approach of local researchers and GATE experts. This included those who understand the host government and the local economy and society along with those who have worked on similar problems in other countries and understand USAID needs. That was an ideal approach. In South Africa, where that approach was not used, results were disappointing.
- GATE set up a virtual electronic team to provide technical help to USAID Kenya and its partners as they implemented activities. A GATE analyst in Washington was available to answer e-mail inquiries from Kenya. This approach got off to a slow start and did not pick up speed until GATE took a more activist approach of offering assistance mainly on documents that required USAID approval, such as work plans, Performance Management Plans or evaluations. GATE provided suggestions that were useful for the preparation of the work plan for the Kenya Dairy Sector Competitiveness Program. An electronic virtual team could be useful in other countries, particularly as a way to support USAID partners.

## Annex I: List of GATE Assessment Interviews

| <u>Name</u>          | <u>Organization</u>   | <u>Connection to the GATE Project</u>  |
|----------------------|---|--|
| Peter Davis          | Gate Project Director<br>Development & Training<br>Services, Inc              | Senior GATE Manager  |
| Cristina Manfre      | GATE Program Manager<br>Development & Training<br>Services, Inc               | Kenya gender training materials and training sessions/Kenya Gender Assessment of Sustainable Conservation-Oriented Enterprises Report/Peru gender training materials and training sessions/ Peru Economic Snapshot/ Peru Artichoke Value Chain Analytical Report   |
| Kara Nichols Barrett | GATE Research and Program Manager,<br>Development & Training<br>Services, Inc | Albania Economic Snapshot/ Albania Entrepreneurs Assessment Report/ Albania Gender Dimensions of the Labor Market Report/ Albania Gender Training Materials and Training Sessions/ Dominican Republic Economic Snapshot/ Kenya Economic Snapshot/ Women in the Economy: A Review of Recent Literature  |
| Kristy Cook          | GATE Development Specialist<br>Development & Training<br>Services, Inc        |  |
| Deborah Rubin        | Former GATE Consultant  | Albania Training Materials and Training Sessions on Agriculture and Agribusiness/ Kenya and Albania Value Chain Analytical Reports/ Kenya Gender Assessment of Sustainable Conservation-Oriented Enterprises Report  |
| Edward Lijewski      | USAID Office of Women in<br>Development                                       | GATE Contract Technical Officer  |
| Sarah Gammage        | Former Gate Senior Analyst  | Worked with Marceline White on overall GATE program design/ Enhancing Women's Access to Markets: An Overview of Donor Programs and Best Practices/ Bangladesh Economic Snapshot/ Bangladesh Pro-poor Analysis of the Shrimp Sector/ Bangladesh Trade Impact Review/ Nigeria Economic Snapshot/ Peru Economic Snapshot/ Peru Artichoke Value Chain Report<br>South Africa Economic Snapshot |

| <u>Name</u>     | <u>Organization</u>   | <u>Connection to the GATE Project</u>   |
|-----------------|---|---|
| Marceline White | Former GATE Deputy Director                                   | Worked with Sarah Gammage on overall GATE program design/ Gender Training Materials and Gender Training Handbook/ Gender, Migration, and Remittances: Donor Strategies and Opportunities/ Peru Gender Training Materials and Training Course/ Bangladesh Training Materials and Training Course |
| Nancy Rockel    | USAID WID Office Former GATE CTO                              | Helped design the GATE project, Scope of Work and contract Request for Proposals (RFP)  |
| Duty Green      | Economic Growth Team Leader, Dominican Republic USAID Mission | Point person for the GATE D.R. study  |
| Kristaq Jorgji  | Agriculture Specialist, USAID Albania                         | Worked with GATE on the Albania Agriculture Competitiveness Project   |
| So'n Nguyen     | Economic Growth Team Leader, USAID Albania                    | GATE helped the Mission include gender in a new Albania micro-credit activity.  |
| Niels Hanssens  | USAID Nigeria MARKETS Project                                 | An agriculturalist who is aware of the GATE Nigeria Cowpeas Study   |

## BANGLADESH

| <u>Name</u>         | <u>Organization</u>  | <u>Connection to the GATE Project</u>   |
|---------------------|--|---|
| Rowshan Akhter      | USAID Gender Specialist,<br>Economic Growth Office                 | Worked closely with GATE project from inception   |
| Fahmida Khatun      | Additional Director for<br>Research, Center for Policy<br>Dialogue | Managed the GATE study of garments and textile workers  |
| Mahmudul Karim      | Executive Director<br>Bangladesh Shrimp & Fish<br>Foundation       | Worked with GATE as it started up its research program and provided advice on shrimp industry |
| Nazneen Khan        | Program Officer<br>Bangladesh Shrimp & Fish<br>Foundation          |   |
| S.M. Istiak         | Bangladesh Shrimp & Fish<br>Foundation                             | Katalyst Project Coordinator  |
| Stephen Wade        | Acting Chief of Party<br>Chemonics PRICE Project                   | Chemonics Poverty Reduction by Increasing the Competitiveness of Enterprises (PRICE) Project  |
| M. A. Hossain       | Aquaculture Specialist<br>Chemonics PRICE Project                  |   |
| Gladys Villacorta   | Operations Manager<br>Chemonics PRICE Project                      |   |
| Tarique Rizvee      | Horticulture Manager<br>Chemonics PRICE Project                    |   |
| Anne Williams       |  | Director, USAID Bangladesh Economic Growth Office   |
| Jo Lesser-Oltheten  | Deputy Director, USAID<br>Economic Growth Office                   |   |
| Aniruddha Hom Roy   | USAID CTO, PRICE<br>Competitiveness Project                        |   |
| Mahmuda Rahman Khan | USAID Program Office,<br>Gender Coordinator                        |   |

## BANGLADESH (cont.)

| <u>Name</u>        | <u>Organization</u>  | <u>Connection to the GATE Project</u>       |
|--------------------|--|---|
| Alan Brooks        | Regional Director World Fish Center                          | Bangladesh & South Asian Office             |
| Naseem Ahmed Aleem | Portfolio Coordinator World Fish Center                      | Bangladesh & South Asian Office             |
| Williams Collis    | International Development Enterprises                        | Public-private partnerships                 |
| Azharul Mazumder   | USAID Mission Environment Team Leader                        |   |
| Shahnaz A Zakaria  | USAID Mission Senior Food and Disaster Management Specialist | Food, Disaster, and Humanitarian Assistance |
| Denise Rollins     | USAID Bangladesh Mission Director                            |   |

## KENYA

| <u>Name</u>              | <u>Organization</u>  | <u>Connection to the GATE Project</u>   |
|--------------------------|--|---|
| Allen Fleming            | Director, USAID/Kenya Agriculture, Business & Environment (ABEO) |   |
| Beatrice Wamalwa         | WID Officer USAID Kenya, Agric. Business & Environment (ABEO)    | Organized and managed GATE program in Kenya   |
| Harrigan Mukhongo        | USAID Kenya CTO for Horticulture and Water                       |   |
| Julius Kilungo           | Economist, USAID Kenya, ABEO                                     |   |
| Jane Nieri Ngugi-Kibue   | Gender Coordinator Kenya Agric. Research Institute (KARI)        | KARI does field data collection including household data that now includes gender disaggregated data. Attended GATE training. |
| Jane Gathi Kibue         | KARI Project Manager for USAID projects                          | Approximately 80 percent of KARI data collection & analysis is done for USAID Kenya   |
| Betty Kibaara            | Research Fellow, Tegemo Inst. Of Agric. Policy and Development   | Attended GATE training, worked with GATE. GATE provided suggestions on how to improve gender parts of TEGEMO questionnaires   |
| Daniel Kariuki           | Research Assistant Tegemo  | Attended GATE training which changed his way of thinking about gender data collection   |
| Steve Collins            | Country Director, Chief of Party, ACDI/VOCA                      | Kenya Maize Development Program   |
| Sebastian Wanjala Oggema | Deputy Chief of Party, ACDI/VOCA                                 | Attended GATE training, worked with GATE, Kenya Maize Development Program   |
| Desmond Boi              | Monitoring & Evaluation ACDI/VOCA                                | Attended GATE training, worked with GATE, Kenya Maize Development Program   |

## KENYA (cont.)

| <u>Name</u>         | <u>Organization</u>  | <u>Connection to the GATE Project</u>   |
|---------------------|--|---|
| Lydia Mbevi Nderitu | Program Officer Marketing<br>ACDI/VOCA   | Attended GATE training, worked with GATE, Kenya Maize Development Program   |
| Ogeli Ole Makui     | Field Coordinator African<br>Wildlife<br>Foundation  | Attended GATE training. Sent AWF questionnaires to GATE and received useful advice which helped AWF redesign its surveys. |
| Steve Sharp         | Kenya Dairy Sector<br>Competitiveness Program<br>Chief of Party (PACT)                           | Attended GATE training, worked with GATE  |
| Mulinge Mukumbu     | Country Director, Land O'<br>Lakes, Kenya Dairy Sector<br>Competitiveness Program                | Attended GATE training, worked with GATE  |
| Mary Munene         | Value Chain Coordinator<br>Land O' Lakes Dairy, Kenya<br>Dairy Sector<br>Competitiveness Program | Attended GATE training, worked with GATE  |
| Ben Kiragu          | Deputy Director, Kenya<br>Horticulture Development   | Attended GATE training, worked with GATE  |
| Tabitha Runyora     | Market Analyst, Kenya<br>Horticulture Development<br>Program                                     | Attended GATE training, worked with GATE  |

## PERU

| <u>Name</u>          | <u>Organization</u>  | <u>Connection to the GATE Project</u>  |
|----------------------|--|--|
| Gulliermo Rebosio    | Agricultural economist with Peruvian Center for Social Studies (CEPES) | Worked on the GATE Peru Artichoke value chain analysis   |
| Steve Olive          | Economic Growth Team Leader, USAID Peru                                | Peru value chain proved to be an excellent way to see how gender works in the artichoke sector                               |
| Miriam Choy          | WID Officer USAID Peru   | Peru Mission moved from compliance to seeing gender as essential to a successful EG program                                  |
| Carla Quierolo       | USAID Alternative Development Program Communications Asst              | Peru gender training relevant to program but staff attitudes make it difficult to implement changes                          |
| Edita Herrera Calle  | USAID Alternative Development Program Gender Specialist                | dTS sub-contractor. Did not attend GATE training but read GATE materials. Too early to see gender policy changes or results. |
| Juan Carlos Matthews | USAID MYPE Competitiveness Program                                     | Nathan contractor COP who did not attend GATE training   |
| Angelica Matsuda     | USAID MYPE Competitiveness Program                                     | Nathan contractor DCOP   |
| Rosa Ana Balcazars   | USAID MYPE Competitiveness Program                                     | Nathan contractor who attended GATE training. No follow-up help on implementation.   |
| Eduardo Albareda     | USAID MYPE Competitiveness Program                                     | Nathan contractor who attended GATE training.  |

## SOUTH AFRICA

| <u>Name</u>       | <u>Organization</u>                                       | <u>Connection to the GATE Project</u>   |
|-------------------|---|---|
| Alan Hackner      | USAID South Africa<br>Financial Sector Program<br>Manager | GATE studies were provided to the South African Government. The studies were not used by the USAID Mission. |
| Maroqe Elikana    | USAID South Africa<br>Financial Sector Manager            |   |
| Tina Dooley-Jones | USAID South Africa<br>Regional Economic Growth<br>Chief   |   |

## **Annex 2: Interview Questionnaire for USAID Washington and Other Donors**

### **Introduction**

We are doing an assessment of the GATE project and its impact. It will analyze how GATE has worked with USAID Missions and partners in order to identify lessons-learned for future programs. Most of the work will be done in Washington using GATE reports along with telephone interviews with Mission staff. There may also be short field trips to ground-truth the findings.

### **Why we're meeting with you**

We need to tap into your knowledge of the program. If you can point us in the right direction it will greatly help the analysis.

First, what was your role with GATE? What is your overall impression of what GATE set out to do and its results?

### **GATE approach**

USAID's main interest is economic development, but there are special topics like environment, democracy and gender that support economic growth. Gender is a critical part of poverty alleviation and economic growth. But, USAID staff, and particularly economists, are suspicious of special interests. When it was designed, GATE did not use a strictly gender approach. It emphasized a pro-poor approach that included gender. It used a production and marketing value chain to generate economic benefits. GATE used skilled economists rather than just gender experts.

Is our understanding of the GATE approach correct? How well did it work? What were the successes or problems with the approach?

### **Implementation**

GATE used an iterative process:

- It selected countries with a strong Mission gender commitment, good data and important issues needing analysis.
- Identified a gender "champion" within each Mission, which often was not the WID officer but an EG officer.
- Did an economic "snapshot" and field analysis of key sub-sectors to generate a basis for pro-poor program development.
- Provided training to Missions and partners to raise EG gender awareness and skills.
- Helped with new activity designs and implementation questions.

### **GATE sector studies**

Gate-sponsored studies covered a wide range of topics in 7 countries. Are you familiar with the studies? What do you think of the topics selected and the quality

of the studies? Where they analytical sound? Did they offer the USAID Missions useful ideas for future programs? Were they used by any of the Missions?

**Incentives to build sustainability once GATE assistance ends.**

- GATE assistance was free. In the future, would it make sense to have Missions make a financial buy-in? Pros and cons.
- How do you encourage Missions to include gender in their EG strategic planning and in their performance monitoring plans?
- How do you ensure that gender is included in future EG activity designs?
- How do you ensure that future EG contract RFPs include gender?

**Future programs**

We all learn from what works and what doesn't. Tell us about particular country programs that demonstrate successful approaches. Much can be learned from cases where there were challenges. Which countries should be examined?

It has been suggested that when we finish our desk study and key informant interviews we should ground-truth our findings by visiting USAID Missions. Is that something we should do? Which countries should we visit and why?

We have a large stack of GATE documents. Are there any specific reports or studies that are essential reading?

One of the uses of the study will be to help USAID identify future program options. Could you give us your ideas on future options and what should be emphasized.

## **Annex 3: Interview Questionnaire for USAID Missions and Partner Field Staff**

### **Introduction**

USAID's Women in Development (WID) office, asked DevTech Systems to do an assessment of the GATE project and its impact. GATE has worked with 7 USAID Missions to identify and address gender-based constraints associated with economic growth and trade activities. This exercise is not an evaluation, but rather an assessment meant to analyze how GATE has worked with USAID Missions and partners in order to identify lessons-learned for future programs. It consists of analysis of GATE reports, telephone and e-mail interviews with the staff of 7 USAID Missions, and selected short field trips to ground-truth the findings.

### **Why We Are Interested in Your Input**

We need to tap into your knowledge and experience with the GATE project. Your honest feedback is highly appreciated and it will greatly help our analysis. We thank you for taking the time to answer the questions below.

- 1) What is/was your relationship to GATE? What is your overall impression of what GATE set out to do and its results?
- 2) Why did your Mission ask for GATE assistance? How did it complement your EG programs? What kind of programs (competitiveness, policy, WTO readiness, etc.) were done by GATE?
- 3) GATE's approach is based on a pro-poor methodology, which focuses on the poor first and on gender second (primarily women). Do you think this approach made gender issues more apparent or covered them up? What were the successes or problems with the approach?
- 4) GATE activities have ranged from economic studies and analyses on gender and trade to building Missions' awareness of gender through hands-on gender assessments and trainings and assisting on policy and program implementation issues. Sequencing of these activities has largely been demand-driven, depending on needs of individual missions. Describe in what order GATE activities have been implemented at your Mission?
- 5) GATE-sponsored studies covered a wide range of topics in 7 countries. Are you familiar with the studies relating to the other countries, besides the one you work(ed) in? What do you think of the topics selected and the quality of the studies? Were they analytically sound? How were they disseminated at your Mission? Did they offer the USAID Missions useful ideas for future programs? Were they used by your Mission?

- 6) It is important to better integrate gender into Mission programs. GATE assistance was free. Some say that is not the way to build Mission commitment. In the future, would it make sense to have Missions make a financial buy-in? Is a buy-in a good indicator of Mission commitment? Would your Mission be willing to pay for it? Pros and cons (specifics).
- 7) Has your Mission's involvement with GATE contributed to inclusion of gender in the Mission's EG strategic planning and performance monitoring plans? In what way?
- 8) How will you build on GATE activities so that gender is included in future EG activity design and procurement? (i.e. additional technical assistance, training, working with local women's groups and organizations).
- 9) One of the uses of our study is to help USAID identify future program options. Do you think that another GATE-type project should follow, or do you think GATE-type activities should be incorporated into already ongoing or future economic growth projects? Could you give us your ideas on future options.
- 10) Are there any aspects of the GATE project that did not work, in your opinion? Please explain.
- 11) Is there somebody else we should talk to about GATE?
- 12) Please provide any additional comments as you see fit.

## **Annex 4: List of GATE Analytical Studies and Publications**

### **GLOBAL**

Gammage, Sarah, Nancy Diamond, and Melinda Packman. "Enhancing Women's Access to Markets: An Overview of Donor Programs and Best Practices." USAID Greater Access to Trade Expansion Project, Arlington, VA: Development & Training Services, Inc. (dTS), October 2005.

Marston, Ama with Kara Nichols Barrett. "Women in the Economy: A Review of Recent Literature." USAID Greater Access to Trade Expansion Project, Arlington VA: Development & Training Services, Inc. (dTS), February 2006.

### **ALBANIA**

Nichols Barrett, Kara. "Albania: An Economic Snapshot." USAID Greater Access to Trade Expansion Project, Arlington, VA: Development & Training Services, Inc. (dTS), December 2005.

Nichols Barrett, Kara. "Albanian Entrepreneurs: Assessment of Financial Skills, Attitudes, and Behavior." USAID Greater Access to Trade Expansion Project, Arlington, VA: Development & Training Services, Inc. (dTS), November 2006.

Nichols Barrett, Kara. "Gender Dimensions of the Albanian Labor Market: A Study of Existing Information, Gaps, and Needs." USAID Greater Access to Trade Expansion Project, Arlington, VA: Development & Training Services, Inc. (dTS), June 2007.

Rubin, Deborah, Kara Nichols Barrett with Elona Dhembo. "Gender Training Materials: Addressing Gender Issues in Albanian Agriculture and Agribusiness." USAID Greater Access to Trade Expansion Project, Arlington, VA: Development & Training Services, Inc. (dTS), April 2008.

### **BANGLADESH**

Diamond, Nancy K. and Marceline White, "Gender Training Materials: Integrating Gender into Trade and Economic Growth Programs and Analysis." USAID Greater Access to Trade Expansion Project, Arlington, VA: Development & Training Services, Inc. (dTS), November 2005.

Fontana, Marzia. "The Gender Effects of Trade in Bangladesh: A General Equilibrium Analysis." USAID Greater Access to Trade Expansion Project, Arlington, VA: Development & Training Services, Inc. (dTS), March 2007.

- Gammage, Sarah. "Bangladesh: An Economic Snapshot." USAID Greater Access to Trade Expansion Project, Arlington, VA: Development & Training Services, Inc. (dTS), January 2005.
- Gammage, Sarah, Kenneth Swanberg, Mubina Khondkar, Md. Zahidul Hassan, Md. Zobair, and Abureza M. Muzareba. "A Pro-poor Analysis of the Shrimp Sector in Bangladesh." USAID Greater Access to Trade Expansion Project, Arlington, VA: Development & Training Services, Inc. (dTS), February 2006.
- Gammage, Sarah. "A Trade Impact Review for Bangladesh" USAID Greater Access to Trade Expansion Project, Arlington, VA: Development & Training Services, Inc. (dTS), June 2006.
- GATE. "A Pro Poor Analysis of the Shrimp Sector in Bangladesh." Research Brief, USAID Greater Access to Trade Expansion Project, Arlington, VA: Development & Training Services, Inc. (dTS), March 2006.
- GATE. "A Trade Impact Review for Bangladesh." Research Brief, USAID Greater Access to Trade Expansion Project, Arlington, VA: Development & Training Services, Inc. (dTS), August 2006.
- GATE. "Gender and Trade in Bangladesh: The Case of the Ready-Made Garments." Research Brief, USAID Greater Access to Trade Expansion Project, Arlington, VA: Development & Training Services, Inc. (dTS), June 2007.
- Khatun, Fahmida, Mustafizur Rahman, Debapriya Bhattacharya, Khondker Golam Moazzem, and Afifa Shahrin. "Gender and Trade Liberalization in Bangladesh: The Case of the Ready-Made Garments" USAID Greater Access to Trade Expansion Project, Arlington, VA: Development & Training Services, Inc. (dTS), April 2007.
- McGill, Eugenia. "Trade and Gender in Bangladesh: A Legal and Regulatory Analysis." USAID Greater Access to Trade Expansion Project, Arlington, VA: Development & Training Services, Inc. (dTS), March 2007.
- Packman, Melinda with Nidhi Tandon, "Supporting Gender and ICTs: Opportunities for Women in Bangladesh," USAID Greater Access to Trade Expansion Project, Arlington, VA: Development & Training Services, Inc. (dTS), November 2005.
- White, Marceline with Nancy K. Diamond. "Gender and Training Handbook: Integrating Gender into Trade and Economic Growth Programs and Analysis." USAID Greater Access to Trade Expansion Project, Arlington, VA: Development & Training Services, Inc. (dTS), September 2005.

White, Marceline. "Gender, Migration, and Remittances: Donor Strategies and Opportunities." USAID Greater Access to Trade Expansion Project, Arlington, VA: Development & Training Services, Inc. (dTS), September 2007.

## **DOMINICAN REPUBLIC**

Isa Contreras, Pavel and Consuelo Cruz Almánzar. "Dinámicas recientes de la Producción, el Comercio y el Empleo en las Zonas Francas de Exportación de la República Dominicana." USAID Greater Access to Trade Expansion Project, Arlington, VA: Development & Training Services, Inc. (dTS), March 2007.  
*(Executive Summary available in English.)*

Tejada Holguín and Associates. "Dinámicas del Desempleo en el Sector Textil de las Zonas Francas de la República Dominicana entre el 2003 y el 2005". USAID Greater Access to Trade Expansion Project, Arlington, VA: Development & Training Services, Inc. (dTS), June 2007.

Nichols Barrett, Kara. "Dominican Republic: An Economic Snapshot." USAID Greater Access to Trade Expansion Project, Arlington, VA: Development & Training Services, Inc. (dTS), December 2005.

## **KENYA**

Diamond, Nancy with Mary McVay, Cristina Manfre, and Nduta Irene Gathinji. "Gender Training Materials: Integrating Gender into USAID/Kenya's Programs for Agriculture, Business, and the Environment. USAID Greater Access to Trade Expansion Project, Arlington, VA: Development & Training Services, Inc. (dTS), September 2007.

Nichols Barrett, Kara. "Kenya: An Economic Snapshot." USAID Greater Access to Trade Expansion Project, Arlington, VA: Development & Training Services, Inc. (dTS), January 2006.

Rubin, Deborah, Cristina Manfre, and Smita Malpani. "Gender Assessment of Sustainable Conservation-Oriented Enterprises: Preliminary Findings." USAID Greater Access to Trade Expansion Project, Arlington, VA: Development & Training Services, Inc. (dTS), November 2007.

Rubin, Deborah, Cristina Manfre, and Smita Malpani. "A Gender Assessment of Sustainable Conservation-Oriented Enterprises (SCOE): Final Report). USAID Greater Access to Trade Expansion Project, Arlington, VA: Development & Training Services, Inc. (dTS), March 2008.

## **NIGERIA**

Gammage, Sarah. "Nigeria: An Economic Snapshot." USAID Greater Access to Trade Expansion Project, Arlington, VA: Development & Training Services, Inc. (dTS), July 2007.

## **PERU**

Gammage, Sarah and Cristina Manfre. "Peru: An Economic Snapshot." USAID Greater Access to Trade Expansion Project, Arlington, VA: Development & Training Services, Inc. (dTS), July 2007.

GATE. "A Pro-poor Analysis of the Artichoke Sector in Peru." Research Brief, USAID Greater Access to Trade Expansion Project, Arlington, VA: Development & Training Services, Inc. (dTS), March 2007.

GATE. "Las TICs, las MYPES y el Género en el Perú: Una Primera Aproximación." Research Brief. USAID Greater Access to Trade Expansion Project, Arlington, VA: Development & Training Services, Inc. (dTS), May 2007.

GATE. "Pro-Poor Growth, Gender, and Markets: Creating Opportunities and Measuring Results." USAID Greater Access to Trade Expansion Project, Arlington, VA: Development & Training Services, Inc. (dTS), April 2006.

GATE. "Workshop on Identifying Gender-related Achievements in PRA Project: Training Materials." USAID Greater Access to Trade Expansion Project, Arlington, VA: Development & Training Services, Inc. (dTS), March 2008.

Kuramoto, Juana, Néstor Valdivia and Juan José Díaz. "TICS, MIPYMES y Género en el Perú: Una Primera Aproximación". USAID Greater Access to Trade Expansion Project, Arlington, VA: Development & Training Services, Inc. (dTS), January 2007.

Rebosio, Guillermo, Sarah Gammage and Cristina Manfre. "La Cadena del Valor de Alcachofas en el Perú: Un Análisis a Favor de los Pobres." USAID Greater Access to Trade Expansion Project, Arlington, VA: Development & Training Services, Inc. (dTS), March 2007.

White, Marceline, Rosa Mendoza and Cristina Manfre. "Gender Training Materials: Integrating Gender into Economic Growth and Environment Programs and Analysis." USAID Greater Access to Trade Expansion Project, Arlington, VA: Development & Training Services, Inc. (dTS), March 2007.  
*(Available in Spanish.)*

## **SOUTH AFRICA**

Daniels, Reza C. "Gender Dimensions of the Incidence of Tariff Liberalization." USAID Greater Access to Trade Expansion Project, Arlington, VA: Development & Training Services, Inc. (dTS), December 2005.

Gammage, Sarah. "South Africa: An Economic Snapshot." USAID Greater Access to Trade Expansion Project, Arlington, VA: Development & Training Services, Inc. (dTS), July 2007.

GATE. "Gender Dimensions of the Incidence of Tariff Liberalization." Research Brief, USAID Greater Access to Trade Expansion Project, Arlington, VA: Development & Training Services, Inc. (dTS), February 2006.

GATE. "Has Trade Liberalization in South Africa Affected Men and Women Differently?" Research Brief, USAID Greater Access to Trade Expansion Project, Arlington, VA: Development & Training Services, Inc. (dTS), May 2006.

Thurlow, James. "Has Trade Liberalization in South Africa Affected Men and Women Differently?" USAID Greater Access to Trade Expansion Project, Arlington, VA: Development & Training Services, Inc. (dTS), March 2006.

## **FORTHCOMING GATE PUBLICATIONS**

### **SOUTH AFRICA**

Valodia, Imraan and Myriam Velia. "Gender Analysis of Trade Liberalization's Impact on Small, Medium, and Microenterprises in South Africa." USAID Greater Access to Trade Expansion Project, Arlington, VA: Development & Training Services, Inc. (dTS), forthcoming.

### **NIGERIA**

Lowenberg-DeBoer, James, Germaine Ibro. "Evaluation of a Value Chain Approach in the Cowpea Sector of Kano, Nigeria." USAID Greater Access to Trade Expansion Project, Arlington, VA: Development & Training Services, Inc. (dTS), forthcoming.

## **Annex 5: List of GATE Activities and Results**

GATE worked in seven<sup>8</sup> countries: Bangladesh, Kenya, Albania, Peru, South Africa, Nigeria and The Dominican Republic. In each country it started by identifying key constraints, best practices and knowledge gaps. Next GATE prepared overview papers related to trade, economics and gender. GATE then worked with several Missions on a Country Action Plan (CAP) to establish a set of GATE/Mission agreed upon activities. GATE agreed to provide training, analytical studies and implementation assistance and the Mission agreed to support those efforts.

GATE country reports typically included: an “Economic Snapshot” of the economy covering trade, poverty and labor markets and analytical studies of key sectors. Gender and economic growth workshops were held for USAID and USAID partner staff in Peru, Bangladesh and Kenya. Three implementation and project training sessions were held in Peru, Albania, and Kenya for USAID and partner staff. USAID Missions and USAID partners found the training useful. They learned how to integrate the needs of the poor, especially poor women, into their trade and economic growth activities. Below is a summary of the main activities and results under the GATE project.

### **Activities and Results Achieved**

- Developed “economic snapshots” for Bangladesh, Kenya, Vietnam, Albania, South Africa, Nigeria, Peru and The Dominican Republic.
- Developed Country Action Plans, with a detailed budget and implementation timelines, for countries with major programs.
- As a result of GATE training, the Peru and Kenya Missions asked GATE for assistance on how to integrate gender into their economic growth and trade related programs. In Peru, GATE provided suggestions on how to include gender in the first year work plan for the MYPE Information and Communication Technology Market Access Program. In Kenya, GATE provided input and comments on how to integrate gender into the Activity Approval Document for the Kenya Dairy Sector Competitiveness Project.
- As a result of GATE assistance, in June 2008, USAID/Albania included gender in a Request for Proposals (RFP) for the Competitive Enterprise Development activity. One of the criteria for contractor selection was how well gender integration was included in the activity approach.
- GATE’s recommendations from its Bangladesh shrimp value chain report were adopted by the Bangladesh Shrimp Seal of Quality Program.

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<sup>8</sup> There were originally eight countries. Vietnam dropped out leaving a total of seven countries.

- As a result of the GATE value chain study of the Bangladesh shrimp industry, the Mission started a training activity in July 2007 to break down barriers and misconceptions that inhibit the hiring of women by shrimp fry hatcheries.
- The World Bank used GATE's value chain methodology to guide its gender approach to aquaculture in Nigeria and Vietnam. GATE documents were referenced in the World Bank's "Gender and Agriculture Sourcebook": Enhancing Women's Access to Markets; A Pro-Poor Analysis of the Shrimp Value Chain in Bangladesh; and, A Pro-Poor Analysis of the Artichoke Value Chain in Peru.

## **Training**

- A GATE team ran a 3-day gender and economic growth workshop in September 2007 in Nairobi, Kenya for 39 participants from USAID/Kenya's Agriculture, Business and Enterprise Office (ABEO) and their implementing partners. This evaluation received very positive feedback those who participated in the workshop.
- In late February and early March 2008, GATE developed and delivered gender and economic growth training in Peru for Business Managers from the Economic Service Centers (ESC). The training identified gender lessons from the Poverty Reduction and Alleviation project (PRA). Sixteen Business Managers from nine ESCs (6 women and 10 men) attended the workshop. In addition, one member of the PRA Monitoring and Evaluation team and the gender specialist of the Peru Alternative Development Program attended.
- Fifteen Albania Agriculture Competitiveness (AAC) program staff attended a two day gender and agriculture training program in April 2008. As a result of the training, the AAC requested additional assistance to identify gender integration opportunities for the program's second annual work plan. As a result of this request, the GATE/Albania program manager traveled to Albania to facilitate a workshop with the Opportunity Albania training team. The workshop reviewed lessons-learned from the first year of the financial education training program; how to develop more targeted evaluations; and additional financial literacy modules.

## **Dissemination of Gate Findings**

- USAID economic growth and trade staff in three regions were asked about their interest in regional workshops on the findings from GATE case studies and tools for integrating gender into USAID programs. East African countries were interested so a workshop was held in Kenya in

December 2008 with 30 participants --- 25 implementing partners from Rwanda, Uganda, Tanzania and Kenya and four USAID staff from Kenya and one from Tanzania.

- A GATE Report, “Analysis of Donor-financed Initiatives to Identify and Address Impediments to Market Access for Women,” was presented for discussion and comments at the Private Sector Working Group of POVNET, meeting in Stockholm, Sweden. The Report received favorable comments and was seen as an important contribution to the dialogue on gender and market access.
- GATE prepared a “Market Access Hot Topics Room Document” and “GATE Room Document” for the Development Assistance Committee GENDERNET meeting and conference in Istanbul, Turkey. GENDERNET appreciated GATE comments on the “Trade and Gender” paper. In addition, the GATE Istanbul “Market Access Paper” was disseminated at an Organization for Economic Co-operation and Development conference in Cairo, Egypt, as well as at the Association for Women’s Rights in Development conference in Bangkok, Thailand.
- The joint World Bank-FAO-IFAD Gender in Agriculture Sourcebook included a chapter drafted by a GATE staffer. Other chapters were reviewed by another GATE staffer. Where it was appropriate, they brought to attention gender work carried out by USAID, especially the work of the GATE project
- GATE Prepared and delivered a presentation entitled “Why Gender Matters to Trade: Evidence from Jamaica, Mexico, and Bangladesh” to the International Food Policy Research Institute (IFPRI).
- GATE developed and delivered a presentation on the importance of incorporating gender concerns into economic growth and trade policies to U.S. female state legislators at the Foreign Policy Research Institute.
- At the request of the WID Office, GATE prepared a gender and trade fact sheet related to women’s role in supporting economic growth in Africa.
- GATE submitted an Abstract to the Human Development and Capability Association, and presented its value chain analysis methodology at a conference in New York in September, 2007.

## **Annex 6: Scope of Work: Proposed Approach to an Assessment of the Greater Access to Trade Expansion (GATE) Project**

### **I. Introduction**

USAID's Office of Women in Development (WID) has requested an assessment of the GATE Project (Contract # GEW-I-00-02-00018-00, Task Order No. 02) implemented by Development and Training Services, Inc. (dTS). Funded by WID, the GATE project supports USAID missions and partners to integrate the needs of the poor (particularly women) into their trade and economic growth activities through gender analysis, training and technical assistance. The duration of the project is five years (2004-2009).

### **II. Background**

Working in Albania, Bangladesh, the Dominican Republic, Kenya, Nigeria, Peru, and South Africa (of which, Albania, Kenya and Peru remain active in 2008/9), GATE seeks to enhance existing USAID trade and economic growth activities by helping missions to address gender considerations in their programming and implementation efforts. Building on a gender assessment, GATE works with a Mission to design a Country Action Plan using GATE resources to develop innovative and pragmatic policies and programs that expand areas of opportunity and reduce adverse effects for poor women and men.

GATE project activities have included:

- Value chain analyses to document where men and women are located within the chain, the terms and conditions of work for men and women in each stage of the chain, the outcomes of employment and exchange, and to provide policy recommendations on how to move women to higher links within the chain.
- Analyses of the impact of trade agreements, looking at how trade liberalization and integration have affected the poor, and recommending ways in which trade and economic integration can be harnessed to distribute gains more evenly throughout the society and achieve pro-poor economic growth.
- Studies on the Ready-Made Garment industry to explore the ongoing restructuring and changes that are taking place within the sector, and to analyze the impact of the Multi Fiber Agreement (MFA) phase out in terms of prices, profit, jobs, work culture, market structure, product diversification, work informalization, adjustments at the enterprise level, and changes in policies.

- A micro and small business (MSE) research study focusing on the gender constraints and opportunities to improving market access through the use of information and communication technology (ICT) in the Peruvian handicraft and agribusiness sectors.
- A gender and trade handbook to assist stakeholders in understanding gender issues within the economic growth and trade portfolio, that includes the design of gender-sensitive programs and policy interventions, and develops qualitative and quantitative indicators to measure the success of the interventions.

By incorporating gender concerns into program activities, the project will enable poor women and men to more fully participate in and benefit from global economic opportunities, thereby improving their own lives, their families' lives, their communities, and their countries.

### **III. Purpose**

The purpose of this assessment is to assist the WID Office in determining the impact of the GATE project. The consultant(s) will assess the type, quality, and extent of the project's effects on USAID Mission programming, especially trade and economic growth sector activities related to gender and poverty.

### **IV. Tasks**

The consultant(s) will undertake the following tasks:

A. Review and catalogue the types of activities undertaken by the GATE project and identify best practices/lessons learned. This will include details on how the GATE model was chosen and developed; how it has worked or not worked; pros and cons of its replicability within USAID; and impact of GATE activities and products on USAID missions and host countries.

B. Review and assess GATE analyses of gender and poverty issues in trade and economic growth in the seven project countries.

C. Assess GATE's impact, if any, on the broader development community. Comments from other development organizations and recipients of GATE's assistance will be collected, where applicable.

D. Identify and discuss issues including how well the project design worked in practice and, if any difficulties occurred, how GATE management adapted to them, and what lessons were learned from them.

## V. Methodology

The methodology for this assessment is as follows:

A. Desk review of pertinent literature and documents, including:

- GATE project SOW
- GATE work plan
- Solicited written feedback from USAID Missions that received GATE TA, including stakeholders and implementing partners that had worked with GATE.
- Relevant GATE deliverables. There are 26 documents currently available on the USAID WID Office public website; 23 of these are on DEC, and date from September 2005 to December 2007. A review of these documents will be made and, in coordination with the WID Office and dTS, a sample will be identified for more detailed analysis; the analysis will be oriented toward capturing and understanding project challenges and successes. The consultant(s) will ensure that all three elements of GATE's approach-- gender analysis, technical assistance and training-- as well as all regions in which GATE has worked are represented in this review.
- Selected studies and assessments in trade and economic growth conducted by donors, NGOs, governmental organizations, regional organizations, and the academic community in GATE countries to determine whether/how GATE findings and recommendations were cited or otherwise used in this work.

B. Meetings and discussions with the GATE Team in Arlington, VA. In order to appropriately prioritize and center the focus of the assessment, GATE implementers, including consultants, will be interviewed to gain perspective on the project. Questions will be oriented in the following general areas:

- What are GATE's most important accomplishments, and what possibilities exist for adoption by other Missions, Regional Bureaus or other Operating Units?
- What are the strengths/weaknesses of the Project?
- What have been some of the challenges/obstacles in implementing the project?

C. Meetings and discussions with key mission staff (including but not limited to Gender Focal Points and Economic Growth Officers). DevTech will visit selected project sites to receive feedback and recommendations from key mission staff. Questions may include:

- Were GATE's activities (analysis, training, or TA) helpful? Did GATE produce sustainable recommendations?
- Were the activities carried out by the GATE project sound and appropriate to USAID's needs?

- Was there a discernible difference in strategies or programs in Missions that had received GATE assistance (i.e. before/after)?

D. Interviews with key implementing partners and stakeholders in trade and economic growth areas, including other representatives of other donors and other development agencies, NGOs and resource groups who have received assistance from the GATE Project, and , where appropriate, direct beneficiaries. Questions may include:

- Were GATE's activities (analysis, training, or TA) helpful? Did GATE produce sustainable recommendations?
- From an outside observer's perspective, was there a discernible difference in strategies or programs USAID Missions that received GATE assistance (i.e. before/after)?

## **VI. Estimated Level of Effort**

40 days of LOE for lead consultant and 16 days of LOE for gender specialists.

## **VII. Performance Period**

The period of performance for the Lead Consultant will start on 8/25/2008 and will end on 12/1/2008.

## **VIII. Team Qualifications**

The lead consultant will be a senior economist with a background in trade, and monitoring and evaluation. He will be assisted by gender analysts from the STTA&T Task Order and by a staff person from the Office of Women in Development, as appropriate.

## **IX. Deliverables**

Deliverables will include:

- A preliminary list of findings and recommendations shall be submitted to DevTech Systems upon completion of all phases of the assessment.
- On a schedule to be negotiated with the WID Office, a draft assessment will highlight lessons learned and opportunities to build GATE's successes, within USAID. The WID Office will provide written comments on the draft, with the final assessment to be submitted one week after comments are received.