

THE GRIEG GENDER CHALLENGE PROGRAMME

# STRATEGY MEETING

Arusha Tanzania

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## Table of Content

1.	BACKGROUND OF THE GRIEG GENDER CHALLENGE PROGRAMME....	2
2.	SEMINAR OBJECTIVES .....	2
3.	PARTICIPANTS.....	3
4.	MEETING PERSONNEL.....	3
5.	SEMINAR ORGANIZATION AND STRUCTURE .....	4
6.	GENDER SWOT ANALYSIS .....	5
7.	OUTCOME SESSIONS.....	5
	7.1 Programme focus – girls’ education.....	5
	7.2 Review of programme framework.....	6
8.	GENDER ACTION PLAN .....	7
7.	PARTICIPANTS’ EVALUATION .....	7
	7.1 Summary.....	7
	7.2 Suggestions for future.....	8

***Annex 1: Programme***

***Annex 2: List of Participants***

***Annex 3: Summary SWOT***

***Annex 4: Change Pathway***

***Annex 5: Framework with new goal formulation***

***Annex 6: Action Plan***

***Annex 7: Seminar Evaluation Questionnaire***

## 1. Background of the Grieg Gender Challenge Programme

The Grieg Gender Challenge Programme has been implemented in six African countries; Uganda, Tanzania, Zambia, Zimbabwe, Malawi, and Mozambique from April 2012 for a period of 3 years. The approach used was to initiate a gender-sensitive program that would be mainstreamed into the FSP program in these six countries. The programme goal is **“Equal opportunities for girls, boys, women and men, by reducing gender barriers in the communities”**.

In the Grieg Gender Challenge each local program has been tailored to the country context, with a common goal of discovering what works best in programming to help girls and boys and their caretakers to succeed in life. The first year of implementation focused on recruitment of gender officers, compose plans for campaigns and trainings, identify beneficiaries and partner organisations, and develop a baseline in order to track effect.

After less than a year of implementation, Grieg Gender Challenge Programme has uncovered the importance of necessary resources and expertise in order to carry out the activities. These resources include human resources, effective trainings, and tools to identify and measure intended effect. This involves improvement of analysis of programme's effects in order to make the necessary changes to ensure that it is as effective as possible. Monitoring and evaluation data should also be used to design the next round of interventions and policies, ensuring continued progress until gender equity is achieved.

If we are looking at the reasons behind girls' and boys' inconsistent attendance and early drop-out, this will give us a much more realistic picture of how much work there is still to do in ensuring that the rights of girls and boys, particularly when they are from the poorest rural families, are substantively supported and promoted. Therefore, the programme has to find out how to provide information useful to future projects in order to scale up interventions. This includes strategies on how to discontinue activities that might be less successful, and how to transition successful interventions for longer term sustainability, thereby creating a local demand for wider implementation of the intervention. Consequently, a strategy meeting in 2013 for the gender officers, FSP coordinators and regional office was needed in order to enhance these efforts.

## 2. Seminar objectives

**Objective:** Develop strategies for the Grieg Gender Challenge Programme, on an overall and country level.

### Outputs for the strategy meeting

- Identify the most important strategic activities
- Identify objective with outcome indicators
- Identify roles and responsibility for the Grieg Gender Challenge Programme
- Identify improvement for the reporting format
- Develop action plans

### 3. Participants

Target group: The strategy was to target staff implementing the Grieg Gender Challenge Programme, in order to get a common understanding of the programme and strengthen the way forward.

A total of 22 participants (6 men and 16 women) from six NAs, (Mozambique, Uganda, Zambia, Zimbabwe, Tanzania, Malawi and Zambia), two ROs, and SOS Norway/Grieg Foundation actively participated in this gender strategy meeting. The Grieg Foundation was represented by Elisabeth Grieg and Jannicke Stadaas. The leader of the core policy group, ND of Swaziland, took part as lessons learned from the programme feeds into SOS CV development of a Gender Policy. The SOS CV National Director Tanzania was present and active participating. List of participants annex 2.

Table 1: Participants' profile:

<b>Country</b>	<b>FSPC</b>	<b>Gender/Advocacy Officer</b>	<b>Regional office</b>	<b>National Director/Dep</b>	<b>PSA/ Grieg</b>	<b>Total</b>
Malawi	1	1				2
Mozambique		1		1		2
Zambia	1	1				2
Zimbabwe		1				1
Tanzania	1	2		1		4
Uganda	1					1
Swaziland				1		1
AFEA/AFSA			4			4
Norway					5	5
Total	4	6	4	3	5	22

### 4. Meeting Personnel

The meeting was designed and conducted by a team composed of:

- A consultant that was primarily responsible for the practical logistics of the seminar and the field trips on day two.
- SOS Norway staff supported by a technical team comprising of three regional advisors and the consultant that were primarily responsible for the facilitation of the meeting.
- Participants invited to present SWOT, gender assessments and specific topics in the meeting programme.

In preparation for the seminar the tasks included: identification of background of participants; development of the programme and methodology; preparation of the field trips and development of action plan template and the evaluation questionnaire.



During the meeting, the facilitators introduced the sessions and followed these up with brief question/answer sessions to clarify conceptual points and key is: Photo: Rita Kahurananga, consultant involving individual and group exercises and, summarized the of the field trips.

## 5. Seminar Organization and Structure

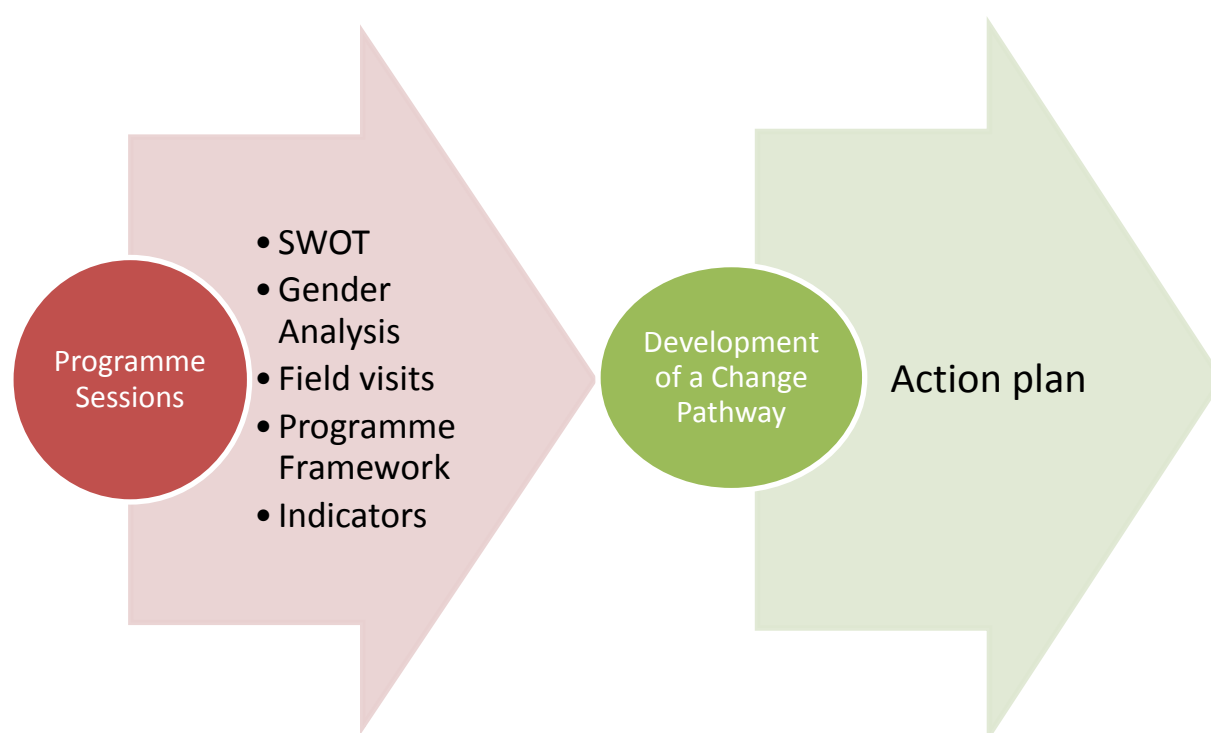
- Language of the course: English
- Course timing: 5-days workshop from 21.08 to 25.08
- Venue: Arusha, Tanzania

The meeting was primarily a strategic planning meeting that had an overall focus of reviewing the Grieg Gender Challenge Programme, identifying specific achievements and challenges within the different NAs, and then mapping a way forward by preparing action plans for the NAs to implement, that would result in a more focused results-based design.

As depicted in annex 1, the meeting was structured around lessons learned and how to develop a more targeted approach to the programme. The following questions guided the process:

- What are innovative practices of development intervention to effectively accelerate progress on gender equality?
- How can they be brought to scale?
- What are good country examples?
- What are specific challenges?
- What is needed to ensure commitments on gender equality?

Figure 1: Overview of programme



The different sessions finally commutated into an action plan developed by the participants involving the network of gender officers, FSP coordinators, regional officers and SOS Norway.

In delivering the sessions, several tools were employed, consisting of:

- a. introductory presentations by the facilitators,
- b. interactive exercises conducted in smaller groups of participants,
- c. feedback presentations by representatives of participant groups,
- d. open discussion in plenary; and
- e. field trips.

Specific attention was given to ensure that the groups of participants consisted of a reasonable country and staff mix to allow for diversity in perceptions and experiences. The compositions of the groups were also regularly interchanged to ensure dynamic learning between the participants.

## 6. Gender SWOT Analysis

As part of the strategic planning for post meeting follow-up, the participants had been given a pre-assignment to complete a SWOT analysis of their NAs with regards to Gender and development, annex 3. They assessed internal and external factors that influenced the NA's capacities to implementing a gender mainstreaming strategy. The main highlights of the SWOT analysis relevant to all organizations were:

- No standard structure available at NA and field level.
- Absence of a gender policy
- No standard gender tools available (gender analysis, training manuals, etc)
- Inadequate M&E plan and indicators
- Absence of Gender Strategies at NA level, therefore, gender program lack focus
- Absence of anchored gender personnel at field level
- Inadequate gender and development competencies in NAs



Photo: Phillip Tegha, FSPC SOS Malawi

## 7. Outcome sessions

### 7.1 Programme focus – girls' education

The core of SOS CV work is to build families for girls and boys in need, help them shape their own futures and develop their communities. In this education is a long-term investment for a successful life and girls' education especially, as educated women tend to have fewer children, which reduces dependency ratios and raises per capita spending, eventually lifting households



out of poverty. In addition, increased maternal education also transmits intergenerational benefits by boosting the survival rate, educational level, and nutritional status of children.

But when poor parents make a decision about which child is more likely to gain from education a girl's immediate usefulness as a caretaker, her worth as a bride, or her contribution through domestic or other labour can be deemed more valuable than an uncertain and unproven return from her education in the future. Therefore, SOS CV must ensure that practice promotes gender equality and girls' education particularly.

In order to improve the impact of the Grieg Gender Challenge Programme girls' education in interventions has to be recognized and addressed. The participants developed a Change Pathway in order to focus more on the change the programme wants to see for girls' education. By adapting this method it was easier to not so much look at what NAs plan to do, activities, but conduct analysis on process. This improved participants' reflection to explore change and how it happens, and what that means for the part of the programme in a particular context, sector and for beneficiaries. The Change Pathway gave the participants a more complex, systemic, network approaches which increase demand for showing impact with focus on the programme. Change Pathway annex 4.

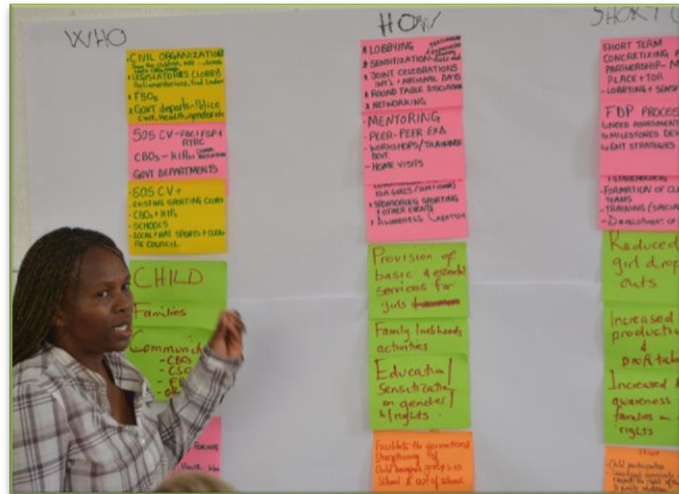


Photo: Dudu Skosana, FSP adviser AFSA

## 7.2 Review of programme framework

In order to monitor interventions focusing on girls' education the programme framework was reviewed by the participants. Being more than half way into the programme period it was decided that only minor alterations on the framework were necessary to get an improved outcome focus on girls' education.



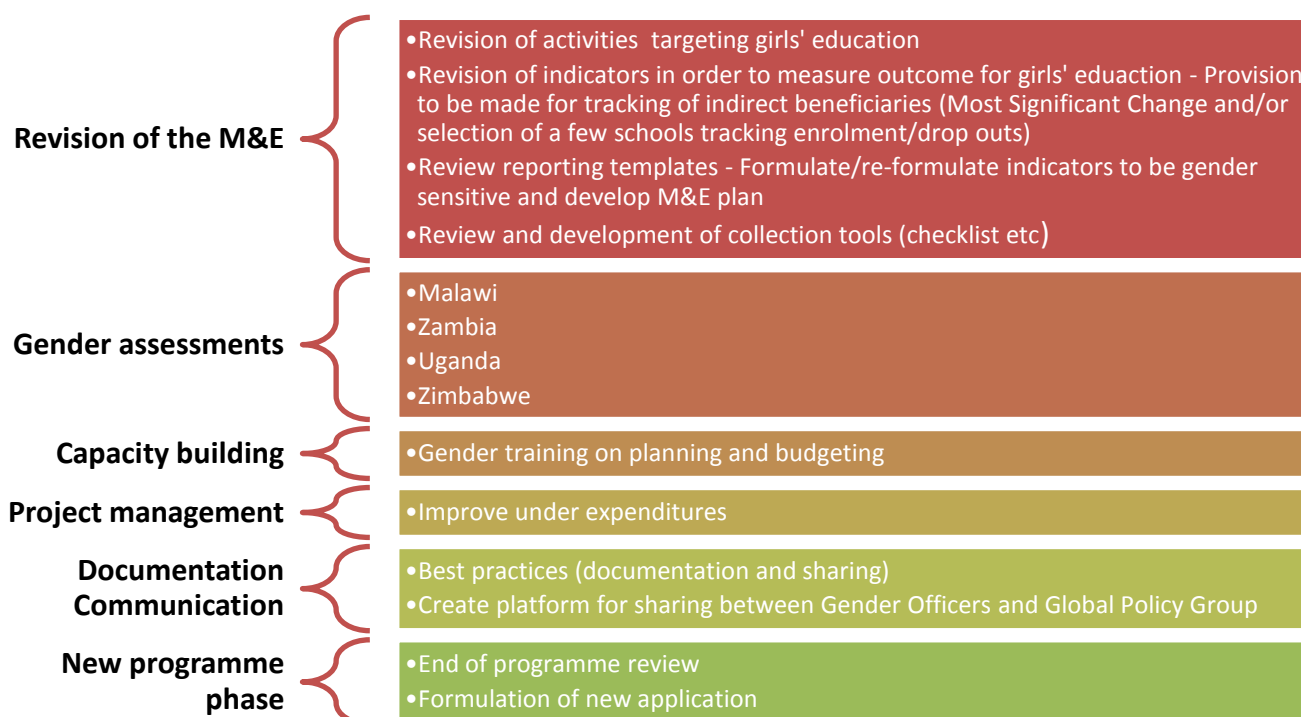
Photo: Elisabeth Grieg, Grieg Foundation

This includes the following:

- Alteration of Gender goal 1 from *"Boys and girls are equally protected, educated, empowered and healthy"* to *"Equal opportunities for girls and boys to access and benefit from education"*. Annex 5 framework.
- Baseline indicators will stay the same, but a few must be added by the NAs in order to measure specific outcomes on girls' education. This is part of the action plan, annex 6.

## 8. Gender Action Plan

Based on the results of SWOT analyses and the Change Pathway, participants worked in three groups to develop an action plan on how to follow up the Grieg Gender Challenge Programme, in order to ensure that the plans at NA and GSC level are focused and measurable. Roles and responsibilities were assigned and timeframes allotted for each commitment, annex 6. Key actions identified by the participants included:



## 7. Participants' Evaluation

### 7.1 Summary

To assess the seminar's outcomes and effectiveness different methods were used. At the end of the seminar, the participants were asked to look at the expectations presented the first day and identify if they were met. Trainers also analyzed the responses provided by the participants to the evaluation questionnaire (Annex 7) together with other feedback provided during individual sessions and plenary discussions. Key results from the participants' assessment included:

- The majority of participants indicated that the overall design and facilitation of the seminar was very good;
- 75% of the participants felt that their learning expectations were met;
- Participants rated the competence and experience of the facilitators as very good;
- In their written comments participants indicated that: they got a clear direction for the Grieg Gender Challenge program, determine strategic objectives and experience sharing; they appreciated the global process of integrating gender within SOS CVI; the combination methodology of the seminar (group and individual work, field trips, videos, and open discussions) kept participants alert of the subject matter; it was a good to have the donor in the planning meeting as she is a key stakeholder.



## 7.2 Suggestions for future

- Sessions not to be held over the weekend
- Reliable internet services
- Clearer division of roles between the facilitators
- Training on gender for those who have not received gender training
- Similar meetings to be scheduled at least twice a year

Table 2: Topics that would be of interest in future include the following (in order of priority):

Topic	Overall participants' rating (5 being the highest)
Advocacy	4
Research and Analysis	3.9
Project planning and implementation	3.4
Personal workplace practice	3.4
Gender concepts and definitions	3
Pilot studies/research	3



Photo:

**Compelling presentations:**  
 Amelia Chicuamba, Gender Officer  
 SOS Mozambique

Photo:

**Hard working taking notes:**

Christopher Phiri, FSPC SOS Zambia



Photo:

**We also had fun dancing:**

Daina Mutindi, Deputy National Director  
 SOS Mozambique, Grace Kalyandu  
 Gender and Advocacy Officer, SOS  
 Zambia, Dudu Dlamini National Director,  
 SOS Swaziland