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OFFICE OF PRIVATE AND VOLUNTARY COOPERATION  
AGENCY FOR INTERNATIONAL DEVELOPMENT

PVO INSTITUTIONAL DEVELOPMENT EVALUATION SERIES

FIELD REPORT NO. 9

CENTRE FOR DEVELOPMENT AND POPULATION ACTIVITIES

AND

EGYPTIAN AND KENYAN ALUMNAE UNITS

Prepared by:

Carolyn M. Long

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1129 20th Street, N.W.  
Washington, D.C. 20036

May 7, 1987

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## EXECUTIVE SUMMARY

This evaluation of the Centre for Development and Population Activities and its two alumnae units in Egypt and Kenya is one of a series of Agency for International Development/Private Voluntary Cooperation evaluations of private voluntary organizations, focusing on institutional development.

Carried out in February and March, 1987, the evaluation's purpose was to determine the progress being made by the Egyptian and Kenyan alumnae units toward becoming self-sustaining, independent development organizations. The areas of focus were the institutional characteristics of the units, such as development philosophy, leadership and management structure; training, including methodology and kinds of training; and economic sustainability, involving efforts within the unit to secure grants, contracts and fees for service, as well as efforts made through projects to generate income for participants. The role played by CEDPA headquarters in providing assistance to the units, and the process involved were also assessed.

### The CEDPA Program

CEDPA is a 12-year old management training organization which focuses on improving the skills of managers of health, population and development organizations in developing countries. Two five-week workshops are held in Washington, DC; one, specifically for women managers (on whose participants this evaluation focused); and the other, in supervision and evaluation for both women and men.

As follow-up to the training, CEDPA staff and alumnae carry out in-country training programs for local managers. CEDPA also gives technical assistance to alumnae groups in organizational development, project design and management, and provides funds for their community-based projects in health, family planning, nutrition and income generation.

### The Egyptian Program

Two in-country training workshops were held in Egypt in 1979 and 1980, and revealed a high level of interest in management training for women there. In 1983, alumnae women, working through the Institute for Training and Research in Family Planning, and with the assistance of CEDPA, won a three-year grant from USAID/Egypt to train groups of women managers at the governorate (regional) level who could assist community groups to initiate development projects.

Six governorate teams of 6-10 women each were trained during the three-year period. They, in turn, turned local women in their areas. Altogether, 331 women were trained. Fifteen alumnae trainers participated in the grant and also wrote a training manual in management and leadership of family planning activities, incorporating basic CEDPA materials and orienting the manual toward Egyptian needs.

In 1985, the Egyptian alumnae began to develop a CEDPA alumnae unit and received their first unit grant. Thus far, they have had two unit grants, through which they have held additional in-country training workshops, assisted governorate teams in developing and implementing 4 seed grant projects, produced a periodic alumnae newsletter, and written 2 case studies of the seed grant projects, among other things.

### Seed Grant Projects

Integrated family planning and income generation projects have been

implemented in Aswan, El Kalubia, El Menia and El Monufia. These projects are carried out by the governorate women's teams trained through the USAID grant. The projects are implemented through a collaboration with the local family planning associations which are affiliated with the Egyptian Family Planning Association, and all projects are housed in local community development association centers. The evaluator visited three of the four projects.

In each case, seed grant money paid for renovation of the clinic and rooms used for the income generation activities, family planning equipment, sewing machines or food processing equipment, and small transportation honoraria for the doctor, nurse, social worker, project director and teachers.

When women come to the center for the income generation activity, they also receive family planning education and services. They are expected to bring other women to the center for family planning education. Promoters are also trained to do home visits to interest other women in coming to the clinic. Women are sewing clothes for sale or processing food for sale, both directly to customers and through contracts with government ministries and private organizations.

#### The Kenyan Program

After an in-country training workshop was conducted in Kenya in 1981 for mid-level women managers at national and regional levels, alumnae started developing an alumnae unit in 1982. The group, known as the Society for the Advancement of Community and Women's Studies, chose as a mission the strengthening of village-level women's groups through Women in Management training, technical assistance and establishment of linkages with available resources. The group's first CEDPA unit grant was received in 1984 to assist in the provision of training and technical assistance to women's groups, sponsoring seed grant projects, an in-country workshop and the publication of an alumnae newsletter.

In 1984, the group began the process of registration as a private voluntary organization required under Kenyan law. As of the evaluation visit in February, 1987, the group was still not registered, and had resubmitted its application in January, 1987. Recently, all indigenous PVOs had been notified that they had to register with the Government, even if already registered.

The lack of registration has hampered the development of the alumnae unit as an organization. CEDPA was unable to disperse the second half of the 1984 grant or give another unit grant in subsequent years. The group has had to stop its national alumnae meetings, its newsletter and in-country training workshops. Whereas 20 alumnae were active in 1984, the main activities are now centered around the group of 8-10 alumnae who live in Mombasa who have continued to provide technical assistance to local women's groups with seed grant projects, and have conducted one training workshop in Mombasa, through a small grant from CEDPA.

#### Seed Grant Projects

Of the 10 Kenyan projects which have received CEDPA seed grants, the evaluator visited four in the Mombasa area. These projects combine income generation activities with family planning education and services, health and nutrition. The projects are implemented by community-based women's groups, all of whom have been organized for 7-10 years. Income generation activities range from poultry raising, to charcoal and water selling, production of clothing and running a clothing and housewares shop.

Seed grant funds have paid for initial inputs for income generation activities, such as chickens, feed and charcoal, family planning and health equipment, and in some instances a one-year salary for a health worker. The projects also receive in-kind resources from government ministries.

### Assessment

- Institutional characteristics: Both the Egyptian and Kenyan units are nascent organizations at present, with the potential to develop into full-fledged institutions over time. Each has a clear development philosophy focusing on the empowerment of women to improve their lives and livelihood. The units have leadership and organizational structures which suit their current level of development.

Alumnae women function as volunteers and commit regular time each month to CEDPA-related activities. They have succeeded in creating linkages for the seed grant projects with government ministries which provide substantial in-kind resources.

Each of the groups has plans to develop into a national membership organization, and has already written a constitution to acquire legal status. The Kenyan unit has encountered difficulties in registering as an indigenous private voluntary organization, which has hampered their development. This problem must be resolved before they can proceed with national-level organization plans.

Neither group has financial resources beyond CEDPA grants, and must begin to identify other sources of funding for their activities in the future.

- Training: The CEDPA/Washington training has had an important effect on alumnae in both countries. The skills and self confidence gained seem to motivate the alumnae to carry out their volunteer activities. The sense of having shared a life-changing experience and belonging to a worldwide CEDPA "family" contribute to the cohesion of the groups.

The adult education training methodology of experiential learning and participatory exercises, which is used in the CEDPA/Washington workshops is also used in the workshops in the two countries. Alumnae have integrated regular training programs into their over-all development program, both for themselves as well as local women with whom they work.

- Economic Sustainability: The income generation activities in both countries have made substantial progress thus far and have the potential to be successful ventures if carefully developed. The Egyptian projects are relatively new but are covering some of their costs, making profits for the women and the projects, and are developing clients for their products. The Kenyan projects are more developed, and are closer to being fully viable but still require careful monitoring and planning.

The projects are benefitting poor women in rural areas and urban slums. The local women's groups, themselves, are responsible for financial accountability of the seed grant funds. They keep records, have bank accounts (and, in Kenya, savings clubs), and receive assistance from alumnae in providing quarterly reports to CEDPA.

While the financial reports provide a clear picture of the status of these projects, the program reports, prepared by CEDPA staff after visits to the field, are descriptive and do not give a fully analytical picture of project progress. They should be redesigned to focus more on goals, objectives, problems and results.

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In-kind resources provided to seed grant projects by government ministries through linkages developed are substantial and contribute to the sustainability of the projects.

- Over-all Key Factors: The integration of an income generation activity with the provision of family planning services and in some instances, nutrition and health services is an important and potentially successful development approach in the communities visited. The inclusion of several elements which address needs of poor women provides a "wholistic" approach to improving their lives and livelihood. Each aspect of the project strengthens the other.

Efforts in both units to collaborate with other development organizations, and to inform key male leaders in the communities and sometimes engage them in the activities have facilitated the implementation of the seed grant projects and contributed to their success.

- CEDPA/Washington Assistance: The Washington training workshops are the impetus for subsequent volunteer activities in alumnae countries. The in-country workshops, development of alumnae units and seed grant projects all stem from CEDPA efforts at follow-up support to the WIM training participants. This progression of activities forms a development model which AID and other donors would do well to study vis-a-vis other participant training efforts.

Alumnae women indicate that CEDPA staff have provided important and timely training and technical assistance to alumnae units in their development. The absence of field offices, while perhaps creating certain administrative and communications problems for AID, appears to promote the potential for long-term sustainability of the alumnae units.

In working with alumnae units in 11 countries under the Matching Grant, CEDPA attempted too ambitious an undertaking, especially given the level of staff involvement and the fact that the alumnae units were new and fragile.

The centralized management structure which CEDPA/Washington utilizes may not have been the most appropriate approach to overseeing the Matching Grant, given the large number of alumnae units assisted and the lack of field offices. A greater delegation of authority to staff more directly involved with the Matching Grant would likely have facilitated operations.

## Recommendations

- Alumnae Units: For the Egyptian and Kenyan units, recommendations include continued careful monitoring of the income generation activities to ensure that they become fully viable. For Egypt, technical assistance by an income generation specialist would be useful for both alumnae and the governorate teams. In addition, one or two of the alumnae should get some specialized training in income generation if the unit intends to stay involved in this endeavor.

Both units should develop plans to identify local sources of revenue for their activities. CEDPA/Washington should assist with the development of these plans.

Results of projects should be documented so as to be able to share lessons learned through this model of integrated development with other organizations.

Registration of the Kenya unit must be its highest priority, with all necessary follow-up efforts undertaken, including alumnae trips to Nairobi as needed.

- CEDPA/Washington: CEDPA should consolidate its assistance efforts to alumnae units, concentrating on a small number of units with clear potential for development as organizations.

CEDPA should choose certain seed grant projects for more detailed research study to examine and analyze the various elements of the projects and their relationship to results achieved.

CEDPA should convene a working group of PVOs involved in income generation activities to share information regarding CEDPA's integrated projects as a way of promoting this approach and learning about other organizations' experiences in income generation.

- AID/Washington and USAID Missions: Both AID/Washington and the USAID Missions should examine ways to more easily provide funding and technical support to integrated development projects which combine such elements as income generation activities and provision of family planning services.

## Introduction

Founded in 1975, the Centre for Development and Population Activities (CEDPA) is a management training organization which focuses on improving the skills of managers of health, population and development programs in developing countries. The Centre has trained over 2,000 individuals from 34 countries in Africa, Asia, Latin America and the Middle East.

Two five-week workshop series are carried out in Washington, D.C.; one, specifically for women managers; and the other, in supervision and evaluation, for both men and women. In addition, as follow-up to the Washington-based training, CEDPA staff and alumni carry out in-country training programs for local managers. CEDPA also gives technical assistance to alumni groups in organizational development, project design and management, and provides funds for their community-based projects in health, family planning, nutrition and income generation.

## Evaluation Purpose

Carried out in February and March, 1987, this evaluation was funded by the U.S. Agency for International Development's Office of Private and Voluntary Cooperation, and focused on the institutional development activities of CEDPA's alumnae units in Egypt and Kenya. These were two of the eleven countries involved in a Matching Grant from AID to CEDPA from 1983-1986. The purpose of the evaluation was to determine the progress being made by the Egyptian and Kenyan alumnae units toward becoming self-sustaining, independent development organizations.

The areas of focus of the evaluation were the institutional characteristics of the units, such as development philosophy, leadership, and management structure; training, including methodology and kinds of training; and economic sustainability, involving efforts within the unit to secure grants, contracts and fees for service, as well as efforts made through projects to generate income for participants. The role played by CEDPA headquarters in providing assistance to the units, and the process utilized were also assessed.

## Evaluation Methodology

This evaluation was carried out by one evaluator, Carolyn Long, a consultant from International Science and Technology Institute, Inc., representing AID Washington. Accompanying her on the trip to Egypt and Kenya was Peggy Curlin, Vice President and Program Director of CEDPA.

An initial briefing was held at CEDPA headquarters in Washington, DC, followed by an extensive review of documents related to the Matching Grant. Subsequently, a one-week visit was made to Egypt, followed by one week in Kenya. In each country, interviews were carried out with alumnae unit members, individually and as a group. Visits were made to 3 projects in Egypt (Aswan, El Kibera and El Monufia) and four, in Kenya (Ngamani, Makiwo, Kibuyuni and Ghonyi).

At the Egyptian project sites, interviews were conducted with the members of the women's groups at the governorate level who were managing the projects, and with Egyptian Family Planning Association representatives. The team also toured the project sites. In Kenya, at each project site, presentations were made by the local women's groups, tours of the project sites were taken, and informal interviews of group members were conducted. In Egypt, the chairperson of the alumnae unit and one other member of the

core group accompanied the team on project site visits. In Kenya, the chairperson of the alumnae unit and three other alumnae went with the team to visit the projects.

In both countries, interviews were conducted with USAID personnel familiar with CEDPA activities; and relevant reports and records were reviewed at the USAID missions. In Washington, following the field visits, two days were spent at CEDPA headquarters, interviewing program and financial staff who had worked on the Matching Grant. Program and financial reports from the two countries were also reviewed.

In a related activity, Nicholas Daniorth, an evaluator from Management Sciences for Health, who has evaluated 12 PVO health projects for AID/PVC, visited the CEDPA alumnae unit in India, Prerana-Associate CEDPA, in January, 1987. Although the visit was not an official part of the evaluation, Mr. Daniorth's observations are instructive, and a copy of his report is attached as Appendix I.

### The CEDPA Program

All activities of CEDPA stem from the two five-week workshops carried out in Washington, DC. For purposes of this evaluation, focus will be put only on the Women in Management workshop since the vast majority of alumnae women involved in the units visited in Kenya and Egypt had participated in this workshop. Furthermore, the alumnae units and the groups carrying out the seed projects are women's organizations.

Participants in the Women in Management (WIM) workshop are mainly mid-level or senior-level managers in government ministries, non-profit and private voluntary organizations, whose work is in the areas of health, family planning, community development or education.

Various training methodologies are used in the workshop, with particular emphasis placed on participatory exercises and experiential learning, utilizing such things as group task work, role plays, and case studies. The objectives of the workshop are listed as follows:

1. To explore ways in which programs can be developed and implemented to identify and serve women's priority needs so that women can become participants in and not "targets" of programs.
2. To identify and understand the problems which women managers encounter and examine ways in which they can be more assertive in coping with such problems.
3. To acquire the technical skills essential for initiating and implementing community-based programs in family planning and development, and to have the opportunity to test some of these skills.
4. To study the need for "women-to-women" delivery systems and learn how organization skills can be applied in the development of such programs.

The workshop staff and consultants present the content of the training course through four components:

- Population, Health and Development Issues as They Relate to Women: This includes sessions on the role of women in development, management,

primary health care and nutrition, family planning technology, delivery systems, integrated programs, a case study of family planning and cultural myths and barriers.

- **The Professional Woman Understanding Herself:** This highlights self-awareness and understanding of the multiple roles of women managers, and includes sessions on self actualization skills and role clarification.
- **Human Organization Skills:** This is designed to focus on understanding group and organization behavior and the role of the change agent, with sessions on leadership, motivation, conflict management, group dynamics, managing change, training of trainers and human resource development.
- **Technical Skills for Program Development and Implementation:** This involves sessions on program planning and needs assessment, setting objectives and developing workplans, budgeting, recordkeeping and evaluation, income generation, the role of the media in fundraising, public relations and education, matching needs with resources and interaction with funding agencies.

Various resource specialists from international and US organizations are utilized as consultant trainers, and together with the CEDPA staff, emphasize the practical application of techniques, systems and norms in various fields.

### Follow-Up to the Training

#### A. In-Country Training

Once back in their countries, CEDPA alumnae wish to continue an involvement with CEDPA headquarters, remain in contact with other alumnae in their own countries, and share the skills they have learned with other women. In 1979, in response to requests from alumnae, CEDPA began developing in-country training programs, together with alumnae. Training of trainers sessions were carried out by CEDPA staff for alumnae, followed by in-country training sessions put on by the alumnae, with assistance from CEDPA staff. In-country training sessions were presented to women working at the regional and local levels.

#### B. Establishment of Alumnae Units

The in-country training sessions led to efforts by alumnae in various countries to organize themselves more formally. Alumnae groups in several countries developed funding proposals which were submitted to CEDPA headquarters. These proposals covered such activities as regular alumnae group organizational meetings, additional in-country training, technical assistance to grassroots women's groups in project development and management, and development and production of country newsletters. Thus, CEDPA began the practice of awarding alumnae unit grants, on a yearly basis. These yearly grants range from \$12,000 - \$22,000. A new proposal is required for each year's activities, and is reviewed by a grantmaking committee at CEDPA headquarters.

#### C. Community-Based Projects and Seed Grants

Once unit grants were awarded, alumnae groups began working with grassroots women's groups and assisted them in developing proposals to be submitted to CEDPA for one-time seed grants. This money was used in projects focusing on integrated family planning and income generation activities. Given

through the Matching Grant, these grants ranged in size from \$400 - \$12,000, depending upon the kind of project undertaken.

Virtually all projects involved family planning activities. Some provided family planning education and service delivery; others involved only education, with referrals made to local clinics. Some projects covered maternal/child health and nutrition education and training. Income generation activities included such things as sewing clothes for sale, poultry raising and sale of eggs and broilers, charcoal selling, sale of partly processed food, spice grinding, packaging and marketing.

Seed grants were made through the alumnae groups to the community-based women's groups who were responsible for keeping records of disbursements and accounting for the money. Alumnae group members provided periodic technical assistance to the community-based groups in project management, marketing, recordkeeping, problem solving and related areas.

## The Egyptian Program

### A. In-Country Training Activities

Two in-country training workshops were held in Egypt in 1979 and 1980, and revealed a high level of interest in management training for women in Egypt. In 1983, alumnae women, working through the Institute for Training and Research in Family Planning (ITRFP, the training arm of the Egyptian Family Planning Association, EFPA), won a three-year grant from USAID/Egypt to train groups of women managers at the governorate (regional) level who could assist community groups to initiate development projects. CEDPA headquarters staff provided technical assistance in project design to the alumnae women in preparation of their proposal to USAID. The director of the ITRFP is a CEDPA alumna. The other alumnae hold positions in government ministries and non-profit organizations.

Ten alumnae women conducted the training workshops in the governorates for mid-level women managers in family planning and community development from government ministries and government councils. Workshop subjects included management and leadership, technical skills, team building, training of trainers, community organization, introducing change and family planning. Local EFPA representatives functioned as training coordinators, nominated trainees for workshops, provided institutional support and follow-up activities.

The governorate-level women who were trained then carried out training workshops for local women from women's clubs, district and village councils and other women's groups.

In total, 331 women were trained in the three-year period. Six governorate teams were trained, consisting of approximately 6-10 women each in Aswan, El Menya, Giza, El Monufia, El Khalubia and Dakahliya. The 10 alumnae trainers, whose numbers rose to 15 during the three-year period, wrote a training manual in management and leadership of family planning activities, incorporating basic CEDPA materials and orienting the manual toward Egyptian needs.

### B. Egyptian Alumnae Unit

The Egyptian alumnae group is based in Alexandria, the home of the ITRFP, and has 14 active members. The director of the ITRFP is the chairperson of the alumnae unit. She and four other women form the core group, which meets weekly and manages the activities of the unit. Two of the core group members are coordinators of the four seed projects, and one other member is the chief editor of the newsletter. The whole alumnae group meets once a month. The other 9 members work as trainers when the group puts on workshops.

The unit has received two unit grants, for the year May, 1985- April, 1986, in the amount of approximately \$12,625, and May, 1986- April, 1987, for approximately \$22,196. The workplan for the 1986-87 year included the following:

- To conduct a two-week Egyptian WEM program for women from the governorates of Damietta, Port Said, Ismailia, Alexandria and Fayoum.
- To sponsor a one-week workshop on project development; to deliver technical assistance in the design, implementation, and evaluation of projects which have family planning components; and to submit 3-4 project

proposals to CEDPA for consideration for seed money funds.

- To produce two CEDPA Egypt newsletters with articles on family planning activities and approaches, seed money projects and CEDPA alumnae.
- To monitor seed money projects and assist project implementors in doing accurate and complete progress and financial reports.
- To convene an evaluation workshop for the purpose of examining Unit and seed money project work, evaluating approaches and documenting results.
- To produce two case studies based on Unit and seed money project activities and experiences.

As of the time of the evaluator's visit in February, 1987, all of the above activities had been concluded, with the exception of one newsletter, which was to be produced in March, 1987. Five seed project proposals were ready to be submitted to CEDPA for possible funding.

### C. Seed Money Projects

Four family planning/income generation projects have received funding from CEDPA since May, 1985. The three which the evaluator visited are described below:

Aswan Family Planning/Sewing Project, Seed Grant Amount and Period:  
\$11,820, May 1, 1985 - October, 1986. This integrated family planning/income generation project is housed in one of the 22 voluntary family planning clinics supervised by the Aswan Family Planning Association (AFPA), an affiliate of the Egyptian Family Planning Association (EFPA). The clinic and the income generation activities are located in the Islamic Community Development Association's center (ICDA), a self sufficient local private voluntary organization which has operated in Aswan for over 20 years.

The project is run by the governorate team of women trained by ITRFP, in collaboration with the director of the Aswan Family Planning Association. A steering committee comprised of the AFPA director, the ICDA director, the director general of the Ministry of Social Affairs, the project director and others, provides oversight. CEDPA alumnae make regular visits to provide technical assistance and monitor the project.

The project involves the provision of family planning services in conjunction with sewing training and the opportunity to make money through the sale of the clothes made. Women accepted into the income generation project had received basic sewing training elsewhere but had not had the opportunity to use their skills. This project gave additional training and assistance as the women made clothes for sale. Family planning promoters were trained to make home visits to interest additional women to attend the clinic. Women receive family planning education from a social worker while waiting to be seen by the doctor at the clinic.

The women sell simple clothes at low prices in a small shop next to the clinic which is located in a poor neighborhood. Clothing is also made under a contract with the Ministry of Social Affairs for sale in the Ministry's cooperative. More elaborate dresses are made for sale at higher prices in special tourist exhibits in Aswan and elsewhere. The women also make nursery school uniforms under contract with two schools.

The seed grant paid for renovation of the clinic and sewing rooms, family planning equipment, sewing machines, and small transportation honoraria for the doctor, nurse, social worker and janitor, the project director, sewing instructor, AFPA director and accountant. The doctor keeps one-half of the patients' fees and the other half goes to the Association. (Fees are 74 cents/person for registration and a range of 74 cents - \$2.21 for insertion of contraceptive devices). The project director, who is employed by the Ministry of Social Affairs, is on indefinite loan from the Ministry to the project. The sewing instructor is employed by the Ministry of Education and was lent to the project during the seed grant period. At the end of the grant, the Ministry of Social Affairs agreed to pay her salary so that she could continue working in the project. The rooms used at the center are given rent-free by the ICDA.

Since the end of the Matching Grant, the costs of the project's family planning activities have begun to be covered by a new CEDPA population grant. The income generation activities have produced sufficient money to pay fees to the women, and provide for a fund for purchase of materials and a small profit to the project.

When the project started, the clinic had 25 family planning acceptors/month. The project's goal was to enroll 300 women in one year. Numbers of family planning accepters rose as follows:

April, 1986:	156 FPA
October, 1986:	288 FPA
February, 1987:	324 FPA

The number of current users per month was not available. In the income generation project, the goal was that 100 women would increase their income by 10% in one year. (In order to be admitted to the project, a woman had to have a family income of less than \$15/month.) By February, 1987, 66 women had been involved in the sewing project. Ten had earned sufficient money to buy individual sewing machines to set themselves up in business in their homes. According to the project director, all women in the project had earned at least \$7.00. In a quarterly report submitted to ITRFP in October, 1986, of 46 women in the project, the following earnings were listed for 34 participants (presumably listing total earnings during the entire project):

18 had earned more than	\$7
8 had earned more than	\$15
2 had earned more than	\$30
2 had earned more than	\$44
1 had earned more than	\$59
2 had earned more than	\$74
1 had earned more than	\$147

No income listing was included for the remaining 12 women.

El Kalubia Family Planning/Sewing Project, Seed Grant Amount and Period:  
\$14,308, May 1, 1986 - April 30, 1987. This project is located in Shoubra El-Kheima clinic, one of the 17 family planning clinics supervised by the El-Kalubia Family Planning Association (EKFPA), an affiliate of the Egyptian Family Planning Association (EFPA). The clinic is located within a large apartment building which is part of an urban public housing development in a poor, industrial area, on the outskirts of Cairo.

The project is based on the same rationale as the Aswan project: combining

the provision of family planning services with an opportunity to receive skills training and earn money in one location. Clothing production was chosen as the activity because of the proximity of 20 nursery schools and 95 elementary schools, and the ability to buy materials wholesale from nearby textile factories. Like Aswan, the project is run by the governorate team of women trained by CEDPA alumnae at ITRFP, in collaboration with the director of the El Kalubia Family Planning Association. A steering committee oversees the project and is comprised of representatives of EKFP, the Ministry of Social Affairs, the project director, and others. CEDPA alumnae regularly visit to give technical assistance and monitor the project.

Under the project, the clinic was renovated. During the renovation period, the project director, who had been the social worker at the existing clinic (and who is employed by the Ministry of Social Affairs), conducted a family planning survey of over 160 women living in the housing development. From the group surveyed, she chose 45 to be in the project. Thirty of the group had previously been to the clinic and had dropped out; 15 were active family planning users at the time the project started. All were between the ages of 15-45 years. \$37/month family income was the maximum allowable to be in the project. Five family planning promoters were trained during the renovation period.

Sewing training and clothing production began in December, 1986. Few of the women had had sewing training elsewhere prior to the project. Each woman pays 74 cents/month as a training fee. Two sewing teachers lent from the Ministry of Social Affairs work on the project, one for literate women and one for illiterate women. Thus far, the project has a contract with the Ministry of Social Affairs for nursery school uniforms, and one with the Girl Scouts for uniforms, which they won competitively. The project learned of the potential Girl Scouts contract through the President of the El Kalubia FPA who is on the project's steering committee. At the time of the evaluator's visit, 10 of the project's women had sewn 100 Girl Scout uniforms, each earning \$26 for the work (\$2.60 per uniform). The project had made a profit of \$63, after all expenses were paid. The income target for the project is that the 45 women enrolled in the project will all increase their income by 10% in one year.

The family planning target is 540 new acceptors in one year. At the project's start in November, there were 80 active cases, and by the end of January, there were 120, an increase of 40 cases. Each woman enrolled in the project is expected to bring 12 women/year to the clinic to learn about family planning. Of the 40 new cases, half have been brought through project women, and half through the trained promoters and as a result of panel discussions which the project director held during her survey done at the beginning of the project.

The seed grant paid for the renovation of the clinic and sewing rooms, family planning equipment, industrial sewing machines, electric scissors, and small transportation honoraria for the doctor, nurse, project director, sewing teachers, FPA director and accountant.

El Monufia Family Planning and Food Production Project, Seed Grant Amount and Period: \$13,154, May 1, 1986 - April 1, 1987. Designed along approximately the same lines as Aswan and El Kalubia, El Monufia is an integrated family planning/income generation project. The income generation component of the project is the sale of partly processed foods, and is located in a multipurpose center run by the Community Development Association of Syrs El-Layan. The family planning clinic is run in a

separate location in one of the 47 clinics supervised by the El Monufia Family Planning Association.

This project was intended to be run by the governorate team of women trained by ITRFP in collaboration with the director of the El Monufia FPA, although at the time of the evaluator's visit, only two of the governorate team were active in the management of the project. Other members live far from the project site and have transportation problems. The project director is also the head of the Social Unit of the CDA and supervises several other activities in addition to the CEDPA project.

The project was originally started at another community development center but had to move after difficulties in reaching agreements with the board of the center regarding the project. The project steering committee members include the director of the El Monufia FPA, the director of the CDA of Syrs El-Layan, and the project director, among other local leaders. CEDPA alumnae regularly visit to give technical assistance and monitor progress.

The project buys vegetables directly from local farmers, cuts, bags and freezes them for sale through Ministry of Social Affairs cooperatives. They also will sell concentrated orange juice, pickled turnips and pastry bread. At the time of the evaluator's visit, the project was about to start selling their products. Approximately 20 women are enrolled in the income generation portion of the project. They are between the ages of 19-25, and have approximately 8-9 years of education. Maximum allowable family income for entrance into the project is \$29-\$44/month. Income generation targets for the project are a total of 60 participants, who will increase their monthly income by a minimum of \$4.40.

The family planning target is 400 new accepters. As of December, 1986 there were 132 family planning accepters. There were 30 new cases in January, 1987, bringing the total to 212 cases. A newly graduated woman doctor had begun work one month prior to the evaluator's visit. A social worker also works at the clinic and is supervised by the project director. Project participants will be expected to bring 2 new woman/month to the clinic for family planning education once they, themselves, have received sufficient family planning information. Thus far, they have had 2 education sessions.

The seed grant paid for the renovation of the income generation project rooms, food processing equipment, family planning equipment, and small transportation honoraria for the doctor, nurse, social worker, project director, FPA director and accountant.

## The Kenyan Program

### A. Kenyan Alumnae Unit

An in-country training workshop was conducted in Kenya in 1981 for mid-level women managers at national and regional levels. Subsequently, in 1982, two alumnae women who wished to start a unit wrote to the India CEDPA alumnae to ask how they had started their group, and after hearing from the Indians, launched their own local effort. They contacted other CEDPA alumnae, visited the in-country WIM alumnae and began to identify how the group could contribute to development.

The group, which took the name Society for the Advancement of Community and Women's Studies, decided that their mission would be to strengthen village-level women's groups through WIM training, technical assistance and establishment of linkages with available resources. This mission was based on the fact that although the thousands of grassroots women's self-help groups represented great potential for community development, they lacked training and experience in planning, implementing and managing project activities.

The group received approval of a unit grant for the year November, 1984 - October, 1985 in the amount of approximately \$15,070 (only half of which was disbursed due to registration problems discussed below). The program for this year included:

- Establishment of unit mechanisms to involve alumnae in delivering training and technical assistance to women's groups and sponsoring seed money projects.
- Implementation of a regional workshop in Kisumu focused on project planning, implementation and management for the leaders of women's groups.
- Initiation and publication of an alumnae newsletter focused on activities of alumnae and seed money projects, new ideas for family planning, health/nutrition and income generation activities, and news of CEDPA/Washington.

These activities were carried out. In 1984, the alumnae group began the process of registration as a private voluntary organization required under Kenyan law. A constitution was written and submitted, but was apparently not viewed as legally sufficient. A second constitution was written and submitted in January, 1986. As of the date of the evaluation visit in February, 1987, registration had not been obtained. In fact, all indigenous private voluntary organizations, including those already registered, had recently been notified by the Government of Kenya that they must go through the registration process again. The alumnae unit, therefore, resubmitted its registration application in February, 1987.

Because of the lack of registration, CEDPA/Washington had not been able to give a unit grant in 1986, nor to disburse the second half of the 1984-85 grant, hampering the ability of the unit to carry on its activities. Whereas the group had been meeting from time to time in Nairobi for planning and organizational purposes, training workshops were being carried out and the first edition of the newsletter had been produced, these activities could not continue without the unit grant. Therefore, the group, which had 20 active members in 1984-85, now functions mainly in the Mombasa area where 7 or 8 alumnae women live. Their activities during the past year and a half have been largely confined to the provision of

technical assistance to, and monitoring of local grassroots women's groups which have received seed grants from CEDPA. They also succeeded in putting on an in-country WIM workshop in Mombasa, in May, 1986, with the help of a \$3,000 grant from CEDPA.

### Seed Money Projects

The evaluator visited four of six projects assisted by CEDPA alumnae and seed grants in the coastal area of Kenya. Projects chosen by the alumnae unit for CEDPA seed grants are those which might be models worthy of replication. The four projects visited are described here.

Ngamani Poultry Raising, Vegetable Gardens and Nutrition Project, Seed Grant Amount and Dates: \$4,985, February 25, 1985 - October 24, 1986.

Ngamani is located 10 kilometers from Mombasa, at the end of a dirt road which is impassable in the rainy season. Access to health and nutrition services is quite limited. The Ngamani Women's group is a self-help group of 40 members, formed in 1975, to focus on income generation activities. They had previously made sisal mats for sale, and started literacy classes.

In an earlier AID-funded CEDPA project, CEDPA alumnae trained members of the Ngamani Women's Group in basic nutrition, including identifying common diseases, weighing babies and growth monitoring. The group then began to hold monthly nutrition clinics for women in the area.

Through the CEDPA nutrition training, local women had overcome their superstition against eating eggs, and subsequently launched a poultry raising project with the seed money grant and technical assistance from CEDPA alumnae in project development and implementation. Twenty women are individually raising laying hens and selling eggs; 30 women are communally raising broilers for sale. The women built their own chicken houses. The CEDPA seed grant supplied the initial chickens and feed. The local government agricultural extension agent regularly provides technical assistance. CEDPA alumnae visit regularly to give technical assistance and monitor progress.

Women use some of the eggs for their families and sell the rest to community members, local shops, and a nearby hotel owner. The women are not yet producing enough eggs to meet current demand. At 8 cents/egg, women are making \$25 - \$35/month. However, they have not yet had to pay for their own feed. The broilers are sold in lots of 150 every two weeks, bringing in a profit of \$31-\$63, half of which goes into the project bank account as savings. From the profits, the project manager is paid \$9/lot of 150 broilers for feeding and caring for the broilers. Each woman is required to save 13 cents/week for the savings club which now totals \$241.

The group has applied for a loan from Tototo Home Industries, whose director is the chairperson of the CEDPA alumnae unit. The loan would be to purchase more feed to allow the group to expand its number of broilers to 1000. They also plan to buy a dairy cow, initially to use the milk, and later to sell it if they can afford to buy more cows. The women currently raise vegetables in kitchen gardens during the rainy season to feed to their families and in demonstration gardens for the rest of the community.

The monthly nutrition clinics are still going on. Women interested in family planning information are referred to the nearest health clinic. Fifteen children identified as malnourished at the beginning of the project were in the proper weight range by April, 1986. Approximately 30 women and 90-100 children come to the nutrition clinics.

Kubuyuni Community-Financed Family Planning and Health Services, Seed Grant Amount and Period, \$5,400, March, 1982 - February, 1983. Prior to the CEDPA seed grant, the Kibuyuni Women's Group had already undertaken poultry and goat raising, and vegetable gardens. Proceeds from these projects were put toward building a new primary school, a small health dispensary, a maize mill and a shop. Community members built the school and dispensary. The Government of Kenya supplied the maize mill. (Goat raising had to be abandoned when crocodiles ate the goats. The women stopped raising poultry because of the amount of work it required.)

The CEDPA seed grant supplied agricultural products and household commodities to be sold in the shop, as well as beds and other materials for the dispensary. The women's long-range strategy was to use profits from the shop and the maize mill to finance the salary of a health worker who could provide health and family planning services through the dispensary the community had built. Initially, two community members were trained as primary health care workers by the Ministry of Health and provided basic health/family planning information. The training fees were paid by the CEDPA seed grant. A skilled health worker was hired by the group and his salary was paid for one year by the CEDPA seed grant. After the community women made many requests to the Ministry of Health, a mobile health clinic was started at Kibuyuni in October, 1984. Also, in response to requests by the women's group, the Family Planning Association of Kenya assigned a worker to the community in September, 1984 to distribute contraceptives and refer clients. Numbers of family planning accepters rose as follows:

March, 1983:	19 FPA
October, 1985:	47 FPA
July, 1986:	70 FPA
February, 1987:	79 FPA

Women come to Kibuyuni for the health and family planning services; to have their maize ground at the mill; and to buy clothing and household items at the shop. (The group abandoned sale of agricultural products after a robbery.) The shop is run as a coop; e.g. a woman can get a dress in exchange for produce she brings in. The women's group takes the grain to Mombasa for sale once or twice a month on the bus. The maize mill is used by 600 - 1500 people/month, depending on the season, and brings in \$44 - \$125 profit/month. The shop has monthly sales of \$156 - \$188.

Gradually the shop and maize mill produced enough profit to pay the salary of a skilled health worker, and the Ministry of Health assigned one to Kibuyuni. Through the CEDPA nutrition project, 5 community women were trained in basic nutrition, how to recognize common diseases, baby weighing, growth monitoring and oral rehydration therapy. These women have trained others in the community. They make home visits to give nutrition and family planning advice, information on how to keep homes clean, and how to make ORT solution. A weekly clinic is held on Thursday, and a family planning clinic is held once a month.

Land has been donated for a larger health clinic, which will cost \$10,000 in labor and materials to construct and supply. Community members are supplying the labor. UNICEF has promised to provide the materials, and have also said they would furnish a one-room nursery school which the community has built.

At the present time, there are two women's groups at Kibuyuni. The first, with 36 members, helped the second to get organized. The second now has 39 members. The first owns the shop, the maize mill and 2 cows. The second

has bought a farm and is building a bakery. The two groups run the health clinic and nursery together, as well as a joint savings club. CEDPA alumnae have provided technical assistance to the two groups since 1982 in group organization, project development and implementation, income generation and nutrition training, as well as regular monitoring of the project.

Makiwo Self-Sustained Family Planning/Health Community Center, Seed Grant Amount and Period: \$2,100, March, 1982 - February, 1983. The Makiwo Women's Group was originally started in 1977 to produce handicrafts. Through technical assistance from Tototo Home Industries, a local crafts development program, the group expanded their efforts, and rented space for handicraft production and for selling charcoal. The group's long-range goal was to build a multi-purpose community center to use for health and family planning services, adult literacy classes and day care.

The CEDPA seed grant enabled the group to begin selling charcoal to the community. The women began to construct the community center. With monthly donations from each member, a small grant from the Department of Social Services, donated cement from Tototo, and a community fundraising event (harambee), the group was able to complete construction of the center. The CEDPA seed grant and proceeds from charcoal sales enabled the group to pay the salary of a health/nutrition/family planning educator. The CEDPA nutrition program trained members of the women's group in basic nutrition, baby weighing, and growth monitoring. The women then began holding periodic child nutrition monitoring clinics.

Following requests from the women's group, the Family Planning Association of Kenya began providing services to the community in December, 1984, and the Ministry of Health started sending mobile clinics to Makiwo in January, 1985. The number of family planning accepters rose as follows:

February, 1983:	5 FPA
October, 1985:	69 FPA
February, 1987:	155 FPA

The nutrition/family planning clinic is now run by 4 women's group members on a volunteer basis.

With the remaining \$500 of the CEDPA seed grant, the group bought and laid water pipes and began selling water to the community. They have also started sewing classes and school uniform production under contract to three local schools. As of January, 1987, money in the women's bank account from their income generation projects totalled \$275, after payment of expenses and dividends to the women. CEDPA alumnae have provided training and technical assistance to the group since 1982.

Chonyi Family Planning Nutrition Training Project, Seed Money Grant and Period: \$1,000, June, 1986 - May, 1987. This women's group was formed in 1977 when they bought 2 acres of land and were given dairy cattle by the Kenyan government. They began selling milk in the local area. In recent times, through the initiative of a CEDPA alumna who works with the Family Planning Association of Kenya, a survey of women's needs was done, and the results showed that the women's greatest concern was the high rate of infant mortality.

Through a series of meetings which the CEDPA alumna had with the women's group, a training program was designed to focus on young mothers with malnourished children and newly married women, to provide them with skills

in nutrition, home economics, family planning and environmental hygiene. Since July, 1986, the women are being trained in groups of 20, two days a week for two months at the headquarters area of the chief of the sublocation. They learn farming methods, how to grow kitchen gardens, cleanliness around the home, how to build pit latrines, poultry raising, nutrition, family planning and maternal/child health issues.

The Government of Kenya has provided 2 Ministry of Agriculture extension workers, a Ministry of Health public health technician, two health assistants, and 2 nutrition assistants to provide the training. Five local women have been trained as family planning lay educators, and a member of the women's group has been designated as project coordinator. A mobile family planning health clinic is scheduled to visit the three centers of the sublocation monthly although in the period of July - December, 1986, the clinic visited one center only 3 times, a second center, 4 times and the third, 5 times. Because of this, the group wishes to establish a permanent health dispensary in the area. Family planning acceptance rates are as follows:

July, 1986:	32 FPA
December, 1986:	52 FPA

Following the women's training, the lay educators and agricultural extension workers visit the women in their homes to see how the women have applied the training to their homes. Once adequate hen houses have been built, the project is authorized to provide each mother with 10 chickens. Thus far, 50 women have been trained, and 52 women have been given chickens. Twenty-six women have been given seedlings for kitchen gardens but drought has since destroyed the plants.

The CEDPA seed grant pays for training supplies, the chickens to be given the women after the completion of training, and a small salary for the project coordinator.

## Assessment

The evaluation of the CEDPA program and the alumnae units is done here according to the categories of the scope of work: institutional characteristics, training and economic sustainability.

### Institutional Characteristics

- Level of organization: Both the Egyptian and Kenyan alumnae units are nascent organizations at the present time. The Egyptian core group of 5 women and the additional 9 women who regularly work with the unit as trainers represent an active, committed nucleus through which the potential exists to develop an organization. The same can be said for the Kenyan group of 8 active women in the Mombasa area and 2 women in Nairobi.
- Development philosophy: Both of these groups espouse a development philosophy which focuses on the empowerment of women to take charge of their lives and improve their living conditions. The Egyptian unit focuses most importantly on family planning, and the Kenyan group, on income generation, although both groups are engaged in integrated development projects, which combine family planning services, income generation activities, and in some instances nutrition and maternal/child health.
- Leadership, Management and Decision Making: The two units have leadership and organizational structures which suit the current level of institutional development. Each has a strong chairperson who appears to have the respect and support of the other alumnae. Responsibilities are distributed among the women according to the interests, availability of time, and skills of the women. Decisions appear to be made through a participatory process, with alumnae feeling free to express their opinions on issues.
- Roles of alumnae women: In both organizations, the women appear to take very seriously their role as trainers and technical assistance providers to community-based groups. In all the visits made to field projects during this evaluation, it was clear that the alumnae had been there often, knew the women and their problems and had worked closely with them in providing training, advice and problem-solving assistance. Community women looked to alumnae as resources, mentors and friends.
- Linkages: Important linkages have been created between the units, community groups, government ministries, and other organizations in both countries. In Egypt, the alumnae unit is based at the Institute of Training and Research in Family Planning (ITRFP), which is a part of the Egyptian Family Planning Association (EFPA). Through this linkage, the alumnae unit is carrying out community-based family planning/income generation projects through the local affiliates of EFPA. In each location, the project is housed in a local community development organization, which is well-established in the area. The Egyptian unit also benefits from their government's practice of allowing alumnae and governorate-level project women who are ministry employees to be lent to alumnae project activities at no cost to the projects.

In Kenya, in all of the community-based projects visited, services are being provided by government ministries in agriculture, health and family planning. These projects also benefit from the organizations for which CEDPA alumnae work full-time, such as Tototo Home Industries, a local training and community development organization, the YWCA, and the Family Planning Association of Kenya.

- Access: Because of the educational and skills levels of CEDPA alumnae and their experience in development, they provide a wealth of knowledge and access to resources for the community-based groups with which they work.

- Future plans: Each of the two alumnae units have developed plans for the future of their organizations. The Egyptian unit has written a charter as a membership organization, which they are ready to use to register with the Ministry of Social Affairs. The formal organization would be launched in Alexandria where the alumnae unit is now headquartered. Each governorate in the country would be a chapter, and each chapter would develop projects.

The Egyptian unit has benefitted from being associated with the Institute for Training and Research in Family Planning. The CEDPA alumnae chairperson is the director of the Institute. All of the unit's major training workshops have been held at the Institute, and accounting and secretarial services are provided by Institute staff. The association with the Institute has also enabled the unit to work with local family planning associations at the governorate level, thus supplying important organizational foundations for the seed projects. While the alumnae unit has benefitted from its association with the Institute, as alumnae women become more highly skilled trainers through CEDPA-sponsored activities, they are beginning to provide training in non-CEDPA Institute programs, thus strengthening the institute's capability.

- The Kenyan unit has a constitution, written by a lawyer, which they are using in their effort to become registered as a private voluntary organization with the Kenyan Government. The unit would be a membership organization, provide consultant assistance and training to women's groups and do research on women's issues. The unit first began efforts to register with the government in 1984, and have not yet succeeded. They resubmitted their application in January, 1987. All Kenyan PVOs have been asked to register with the government, even those already registered.

The lack of registration has prevented the Kenyan unit from pursuing its development as a national organization. CEDPA was unable to disperse the second half of the 1984-85 unit grant or give new unit grants to the group because of the lack of registration. Without this money, the group has had to cease its regular bi-annual national meetings, stop publication of its newsletter and other public relations efforts, and stop project development and in-country training workshops outside the Mombasa area. Without the registration, the unit will be unable to function nationally, and may be required to register as a local Mombasa organization.

- Diversity of Resources: Neither the Egyptian unit nor the Kenyan unit have financial resources independent of CEDPA at the present time, and as they grow organizationally, they need to develop other sources of funding.

- Reporting: Financial reports from alumnae units are presented on forms developed by CEDPA/Washington with input from the field. They give a clear picture of the current status of the unit grants and seed grant projects. Files reviewed in Washington of Egyptian financial reports and unit reports were up to date and excellent in detail and accuracy. The Kenyan reports, both financial and program, were not as easy to follow and were in some disarray, perhaps reflecting the recent departure of the CEDPA/Washington staff person who had managed the matching grant, as well as the disruption in national-level operations of the unit because of registration difficulties.

The only program reports of seed grant projects which were reviewed by the evaluator were "Project Profiles" written by CEDPA/Washington staff after visits to the field. While these were descriptive, they did not give a fully analytical picture of project progress and should be redesigned to focus more on goals and objectives, with discussion centering on problems encountered and results achieved. CEDPA/Washington staff should work with each alumnae unit in developing these report forms and in assisting the units to begin using them.

### Training

- Impact of CEDPA/Washington training: The training received at CEDPA/Washington has had an important effect on alumnae in both Egypt and Kenya. Not only the skills attained, but the self confidence and empowerment which the alumnae gained appear to be strong motivators of their volunteer involvement with CEDPA activities in their own countries. The sense of having shared an important, life-changing experience in the CEDPA Washington training contributes to the cohesion of the alumnae group members.
- Role of training in development: Both the Egyptian and Kenyan units have incorporated training into their activities as an integral process of development. This is done through in-country training workshops, repeated training of trainers sessions for alumnae, as well as on-the-job training through technical assistance provided to the community-based groups. Discussions held during the evaluation with members of the grassroots women's groups revealed the women's new sense of self confidence, their leadership skills and new abilities in project development and management.
- Training methodology: The methodology of experiential learning and participatory exercises is used in the CEDPA/Washington workshops, the in-country training workshops and in community-based training sessions. In many instances, the workshops provided the first opportunity for these women to participate in a learning-by-doing methodology. The use of this particular methodology is one of the main reasons for the sense of empowerment and self confidence apparent in the women visited in the two countries.
- Unanticipated results: In at least two instances in Kenya, the sense of empowerment of the community-based groups and the results they have achieved have so impressed the men in the community that they have become involved in the project activities. In one community, the men want to form their own self-help group.

### Economic Sustainability

- Economic viability: Two of the three Egyptian projects (Aswan and Kalubia) have made substantial progress thus far in their income generation activities and have the potential to be successful financial ventures if carefully developed. A sizeable number of participants are earning income from their work, the projects are able to cover costs of materials and make a small profit for the projects. The groups are obtaining contracts from government ministries and other organizations for large orders of clothing and are selling clothes directly to customers as well. Insufficient time was spent at each project for the evaluator to do a full analysis of each project's financial status (especially with all records written in Arabic). These projects, and the Brd, Monufia, which is just beginning to sell its products, should be carefully monitored to determine their financial

viability.

- The Kenyan income generation projects also have progressed well thus far, are able to cover some of their recurring costs and pay income to participants. Each group has a savings club and a project bank account. However, they are not yet completely viable and should continue to be carefully monitored. For example, the Ngamani poultry project is producing monthly profits for each woman of \$25 - \$38, but thus far the women have received their chicken feed through the CEDPA grant and have not had to pay for it. Their ability to pay for the feed and still recoup a profit should be assured before they proceed with plans for project expansion.
- Beneficiaries: Those benefitting from the CEDPA seed projects are poor women based in rural areas or urban slums. The ability of the CEDPA alumnae women to provide access to funds and in-kind resources from government and private organizations has been very important to the successful establishment of these income generation projects.
- Start-Up Costs: Thus far, all inputs to the income generation projects have been provided through seed grants from CEDPA through the alumnae units. They were not given to the projects with the expectation that the costs would be recouped by the alumnae units. If the projects develop into financially viable economic enterprises, new inputs should be given as loans with market rate repayment requirements.
- The in-kind contributions provided to the seed grant projects through the linkages created with government and private organizations in both Kenya and Egypt have provided a good foundation on which to build economically viable projects.

#### Over-all Key Factors

- The integration of an income generation activity with the provision of family planning services and in some instances, nutrition and health services appears to be a very successful development approach in the communities visited. The inclusion of several elements which address needs of poor women provides a "wholistic" approach to improving their lives and livelihood. Each aspect of the project strengthens the other. The presence of an income generation activity in the family planning clinics in Egypt helps increase family planning acceptance. The provision of nutrition training in the Kenyan projects, combined with income generation activities, attracted mobile health clinics and family planning clinics.

In Egypt, the income generation activities were undertaken at the suggestion of CEDPA/Washington, and were promoted by the alumnae unit as a possible way to attract more women to the center to receive family planning education and services. While family planning acceptance rates seem to indicate that the presence of an income generation project does result in more women practicing family planning, the alumnae unit has also seen the intrinsic value of the economic activities for poor women and plan to continue such work. (Family planning acceptance rates and numbers of women involved in income generation activities for each project are included in Appendix II.)

- In Egypt, the collaboration of the alumnae unit, governorate teams and the local family planning affiliate director seems to be a key factor in the success thus far in Aswan and Kalubia. The cooperation and assistance of the male director has been critical to the success of the projects.

(All Egyptian FPA directors are male.) The success of the project also benefits the FPA and the director in increased family planning acceptance rates. In both Aswan and Kalubia, the FPA directors wish to replicate the projects in their other clinics.

In Kenya, alumnae women have kept male community leaders informed of their work with the women's groups and included them in important meetings. They have also held meetings for men whose wives are involved in training programs so that the men would know what the women were learning. These efforts have helped to have the projects accepted in these communities.

#### CEDPA/Washington Assistance

- Importance of CEDPA/Washington Training: The skills, self confidence and empowerment gained by alumnae women in the Washington training appear to be strong motivators for their volunteer involvement in their own countries. The fact that they all shared the same life-changing experience, and are now a part of a worldwide "family" of women alumnae creates a cohesion in the alumnae groups and a sense of purpose in working with other women. In these ways, the Washington training is the impetus for all other CEDPA activities.
- Follow-Up to the Training: The in-country training workshops, the development of alumnae units and seed grant projects all stem from CEDPA's efforts to provide follow-up support to the WIM training participants. These activities and the resultant generational training effect (alumnae trained by CEDPA/Washington train other women who then train others) form a different development model which AID and other donors would do well to study vis-a-vis their participant training efforts.
- Training and Technical Assistance to Units: From discussions with alumnae women and USAID Mission personnel in Kenya and Egypt, it seems apparent that CEDPA/Washington staff have provided effective and timely training and technical assistance to alumnae units in organizational development, proposal and program development, management and implementation, budgeting and reporting.
- Absence of Field Offices: CEDPA/Washington works directly with alumnae units in different countries and has no field offices or regional offices. This does not conform to the usual model of PVOs with matching grants from AID. While this may create certain communication and administrative difficulties for AID, the absence of field offices seems to promote the potential for long-term sustainability of the alumnae units. The lack of field offices requires that CEDPA rely directly on alumnae for all aspects of their programs and necessitates that CEDPA transfer skills and information effectively.
- Number of countries in the Matching Grant: CEDPA provided assistance to 11 alumnae units in different countries on three continents under the Matching Grant. Given the level of staff involvement, and the fact that these units were all new, this was too ambitious an undertaking for the organization. While the visits to Egypt, Kenya and India indicate significant progress, the units are still fledgling organizations. Other units have not fared so well as these three. CEDPA should now consolidate its alumnae unit development effort for the next few years to strengthen those with obvious potential.

● GEDPA/Washington Management Model: GEDPA/Washington has utilized a centralized management structure in its oversight of the Matching Grant, with decisions made by the President and Vice President, without substantial delegation of authority, and with a good deal of travel responsibilities also being borne by the two top executives. The large number of alumnae units assisted under the Matching Grant, and the lack of field offices produced a heavy management and administrative burden on such a centralized structure. A greater delegation of authority to staff directly involved with the Matching Grant would likely have facilitated operations.

## Recommendations

### Egyptian Alumnae Unit

1. As the alumnae unit gets more involved in income generation activities, one or two of the members should get some specialized training in income generation (marketing, credit, etc.) so as to be able to provide technical assistance to the current seed grant projects as they grow, and new ones as they begin.
2. In six months' time, the alumnae unit should hold a self-evaluation workshop for the governorate teams involved in the income generation/family planning projects. An income generation specialist who can advise the groups on their progress should be invited to attend. This workshop should occur before any new income generation activities are undertaken.
3. The alumnae unit should make efforts to involve CEDPA alumnae not now active, who live in the areas of the seed projects and have appropriate skills. This would assist the projects and also be a step toward expansion of the alumnae unit.
4. As a step toward financial self reliance, the alumnae unit should develop a plan to identify local sources of revenue for their activities, including such possibilities as foundation and corporate grants, USAID funds, multilateral donors, and any local philanthropic sources. CEDPA/Washington should assist the unit in the development of this plan.
5. Careful monitoring of the seed grant projects should continue and results should be documented so as to be able to write up the lessons learned through this model of integrated development to share with other development organizations.

### Kenyan Alumnae Unit

6. National registration of the organization must be the highest priority. Follow-up efforts with the Government of Kenya should be undertaken, including trips to Nairobi by Mombasa alumnae unit members, if necessary.
7. Careful monitoring of the seed grant projects should continue until the income generation efforts are fully viable, with the women's groups able to cover recurring costs and make a profit for members and the group.
8. Case studies of the most successful seed grant projects should be written regarding lessons learned and results achieved to share with other development organizations.
9. If registration is obtained, the alumnae unit should expand slowly and carefully, building on the successful project experiences in the Mombasa area.
10. As recommended for the Egyptian unit, the Kenyan unit should develop a plan for identifying local financial resources for their activities, such as foundations, VADA (Voluntary Assistance to Development Assistance, a PVO funding source financed by USAID/Kenya), international donors and local Kenyan sources. CEDPA/Washington should help the unit in the development of this plan.

### CEDPA/Washington

11.. For the next three years, CEDPA/Washington should consolidate its assistance efforts to alumnae units, concentrating on a small number (5-7) with clear potential for development as organizations.

12. CEDPA/Washington should work with alumnae units in developing seed grant report formats which will assist women's groups to analyze and evaluate their projects, with a focus on goals, objectives, problems, results and lessons learned.

13. CEDPA/Washington, in conjunction with their units, should carefully track progress of seed grant projects and document results as a way to promote the integrated model of development being used.

14. CEDPA/Washington should choose certain seed grant projects for more detailed research study to examine and analyze the various elements of the projects and their relationship to results achieved.

### AID/Washington, USAID Missions

15. Both AID/Washington and the USAID Missions should examine ways to more easily provide funding and technical support to integrated development projects which combine such elements as income generation activities and provision of family planning services.

Most PVOs don't focus on family planning activities; and PVO's interest is mainly in institution building, income generation and sustainability. Yet providing family planning services with income generation opportunities addresses two related needs of women. The Population Office grants cannot be used for income generation activities; yet, preliminary indications from these seed grant projects show that family planning acceptance rates increase when family planning services are offered in conjunction with income generation opportunities.

In the Kenya USAID Mission, CEDPA activities are monitored through the Health and Population Office. Therefore, evaluation briefings and debriefings were held with representatives of that office, without participation by the PVO office. Yet, the income generation projects funded by CEDPA are among the best this evaluator has seen in three evaluations of PVOs in Kenya. A more coordinated way to support such integrated projects would benefit all concerned.

DRAFT FOR COMMENT Apr. 6, 1987

Institutional Development Evaluation  
of PRERANA-Associate CEDPA, India

by Nick Danforth

SUMMARY

This memo assesses the institution building effectiveness of PRERANA-Associate CEDPA, an outgrowth of CEDPA's first overseas associate (the "India Follow-Up Unit"). This Indian NGO is staffed entirely by Indian nationals, several of whom are alumni of CEDPA training in Washington, most of whom are volunteers. PRERANA's purpose is to assist underprivileged communities in New Delhi to initiate village-level development programs in several sectors, particularly income generation, education, maternal/child health, and family planning. Its three major strategies for introducing sustainable and replicable activities, are:

- \*to support village groups and individuals who will take responsibility for their own programs with minimal reliance on outside technical or financial resources;
- \*to encourage integration of sectors so that economic improvements, better health, and improved roles of women will be mutually reinforcing;
- \*recently, to measure and document results.

My views are based on a briefing at CEDPA headquarters in Washington and three days of discussions and site visits with PRERANA staff in New Delhi in January 1987. My purpose was to assess the effectiveness of PRERANA in building long term institutional development, with emphasis on three issues, summarized as follows:

A. Institutional Characteristics

PRERANA is committed to a strong, sound philosophy which it practices as well as it preaches, based on integrated community-based approaches to development. The organization, despite its small budget, appears well managed and staffed, concerned with results, and linked to related programs.

## B. Training

Just as training is the main focus of CEDPA, so training is the primary activity of this associate of CEDPA. Most PRERANA training takes place at two levels: in-service training, supervision, and performance evaluation of paid and unpaid staff in the PRERANA office, and similar training in the four participating communities of community-based activity leaders and teachers. A planned but flexible community training approach involves close supervision and support from PRERANA staff who visit the four sites often to reinforce and follow up training.

## C. Economic Sustainability

Financial viability, always a difficult aspect of community-based programming in poor areas, is PRERANA's greatest challenge--but progress has been made because of the organization's commitment to controlling and recovering recurrent costs. Families and individuals participating in any activity help to pay for it through contributions; PRERANA estimates that about 30% of community activity costs are now recovered from participants, and an increasing share is expected as start up costs phase out and income generating activities mature.

Although only \$18,000 was contributed to this program by CEDPA in 1986, thousands of beneficiaries are involved; the number of beneficiaries is in process of being reported. PRERANA's work is a valuable example of what can be done with minimal outside aid to stimulate local energies and resources. It is the lessons learned from PRERANA about institution building which are most valuable here. The organization lives up to its name, meaning "Inspiration" in Hindi.

## ISSUES FOR DEBRIEFING

### 1. ORGANIZATION

Prerana consists of (1) an active, hands-on volunteer Board of Directors who formulate policies and design programs, often getting involved in details of project management; (2) paid full and part time staff based in HQ who visit villages regularly; and (3) teachers and other project activity leaders who live in the village and work part time, receiving a small stipend (usually raised from participant contributions). Prerana existed as a community development organization before its staff members (used here to include Board members, many of whom are as active as paid staff) had received CEDPA training. Several key staff were trained by CEDPA in Washington in the early '80s--not

as representatives of Prerana but sponsored by other, mostly Government of India, organizations. They subsequently utilized what they had learned about development management in their regular jobs, primarily as managers of public health, education and social work projects, and in their volunteer work during their spare time with Prerana.

## 2. ACTIVITIES

Unlike many American PVOs which spread their projects far apart, Prerana focuses on areas which are near each other and easy to reach from the HQ in mid-Delhi yet are poor and underserved by most government and private social services. This results partly from low motivation: people do not mobilize to improve their situation and build on what they have. To test the concept that community development begins "within", with inspiration, as much as from outside assistance, Prerana chose four communities where the need for change was evident: Sarai Solhal, Nai Nai Basti (Okhla), Nai Basti, and Jaipur. (I visited three of the four areas.)

Prerana's community development activities are very carefully designed to maximize local responsibility, participation, and financing. Prerana helps sensitize local leaders to their potential roles in improving local living standards, helps them organize, and helps link them with existing resources in or near the community.

Income generation is probably the most popular and best known goal of Prerana and is seen by the staff as the basis on which education and health activities can be built and financed. Income generation programs emphasize spice grinding, packaging, and marketing; clothing and bag making; and other agricultural processing. Their primary purpose is to earn money for the women who learn the skills and sell the products, but Prerana's other goal is to bring women together where they can learn about health and family planning as well as earn.

Prerana's health and nutrition activities, in which I was particularly interested, are the standard package of preventive maternal/child health measures including immunization (provided by hospitals and dispensaries in or near the four project areas), nutrition and breastfeeding education, family planning education, and improved delivery of curative services. Prerana staff work with the local village groups to bring nearby health services into the village and to encourage better health behaviors, especially among mothers. In one area a new system of Family Health Cards is being tested; the cards will show immunization records, growth monitoring, and other maternal/child health data which will serve both to improve education and motivation of

families and strengthen data collection and follow-up by Prerana health staff.

Several kinds of training and education activities are also under way in most villages. About 60 children under six attend preschool daycare programs ("balwadis") where they learn basic hygiene and practice social and other early skills, often while their mothers learn income producing skills. Some mothers (e.g. Nai Nai Basti) learn reading and writing. After school tutoring is available in one area; youth activities and cultural events are frequent. Youth clubs organize special cultural and sports activities (cricket, chess, etc) and small libraries have been set up with regular gifts and loans of books to youth.

In early 1986 Prerana staff ran a training program for women in management adapted from the CEDPA/Washington training. Students in graduate programs of social work (taught by some of the Prerana faculty) are often rotated through the projects for field experience. Finally, the individual staff in the project villages receive regular visits and in-service training, supervision, and performance evaluation from the HQ staff; all field and HQ staff meet every two weeks at HQ to review progress, problems, and plans.

All the activities described briefly here are carried on without any substantive input from outside India except donations from CEDPA averaging \$15,000-\$18,000 annually for the past four years. Small projects financed with foreign "seed grants" are screened by Prerana and CEDPA/Washington. Several other international donors support Prerana (Oxfam, Canadian CIDA, etc.)

### 3. CONCLUSIONS

The independence and self-reliance of this organization is for me a refreshing change from the dozen PVO health projects I have evaluated for AID/FVA. These other, far larger projects are in many ways more sophisticated but are also more costly per beneficiary\* and probably more dependent on overseas technical and financial assistance.

Although CEDPA/Washington's minimal role in Prerana's management might be seen as a weakness, I consider it a strength. Although it is, as with any small PVO, difficult to measure Prerana's impact on income or health, the fact that Prerana has been able to operate with a low but continued level of effectiveness for years with little money or technical assistance from the USA is to its credit.

This is the type of financial and managerial sustainability which is much discussed but rarely seen in centrally-funded projects assisted by AID; it deserves

recognition and should be replicated. Small levels of support which encourage local action and responsibility--without allowing the local institution to become dependent on costly (and unreplicable) American expertise--may be difficult for AID/Washington or USAIDs to administer, and may not impress observers looking for spectacular or rapid results. But those small grants to small organizations which help poor communities to take small, slow steps at their own pace, may well turn out to be the only AID projects in subsistence areas which have lasting effects.

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\*I was not able to do any analysis of costs per beneficiary so cannot speculate on Prerana's cost effectiveness. However it does appear to control costs very carefully and rely largely on volunteerism at top policy-making levels, and recover some recurrent costs; thus it appears to have some prospects for financial sustainability.

APPENDIX II

Family Planning Acceptance Rates by Project

Egypt:

<u>Aswan (5/85-4/86)*</u>	<u>Kalubia (5/86-4/87)</u>	<u>Monufia (5/86-4/87)</u>
Target: 300 FPA/1 yr.	540 FPA/1 yr.	400 FPA/1 yr.
Results:		
April, 1986: 156	November, 1986: 80	December, 1986: 182
Oct., 1986: 288	February, 1987: 120	January, 1987: 212
Feb., 1987: 324	IG = 45	IG = 20
IG = 56**		

Kenya:

<u>Makiwo (3/82-2/83)</u>	<u>Kibuyuni (3/82-2/83)</u>	<u>Chonyi (6/86-5/87)</u>
February, 1983: 5	March, 1983: 19	July, 1986: 32
October, 1985: 69	October, 1985: 47	Dec., 1986: 52
Feb., 1987: 155	July, 1986: 70	IG = 40
IG = 28	Feb., 1987: 79	
	IG = 2 groups of 28 members each	

\* Period of time of Seed Grant Funding.

\*\* Number of women involved in income generation activity.

PERSONS CONSULTED ON CEDPA EVALUATION

EGYPT

Alumnae Unit:

Salha Awad, Chairperson  
Akila El-Toukhy  
Amal Fouad  
Fawzia Tawfik  
Wissam Marzouk

Aswan:

Samia ....., Project Director  
Mr. Gabalawi, FPA Director

El Kalubia:

Samia ....., Project Director  
Mr. Said, FPA Director

El Monufia:

Suzanne ....., Project Director  
Mr. Mohammed, FPA Director

USAID Mission, Cairo

Terrence Tiffany, Population Office  
Laila Stino, Population Office  
Paul Rusby, PVO Office  
Karim Gohar, PVO Office

Kenya:

Alumnae Unit:

Elvina Mutua, Chairperson  
Elizabeth Agina  
Susan Mbiti  
Louise Owiti  
Mary Mwamodo  
Margaret Kaduda  
Jane Kirui  
Bentah .....

Ngamani:

Mary....., Project Secretary

Makiwo:

Florence ....., Women's Group Chairperson

Kibuyuni:

Mrs. Ngonzi, former chairperson and founder of primary health care project

Alice Kionzo, present chairperson

Susan K. Akiwa, Coordinator

Chonyi:

Alice F. Mshelle, Project Coordinator

USAID Mission, Nairobi

Gary Merritt, Health and Population Officer

Grace Mule, Health and Population Office

Dr. Etta Gachukia, University of Nairobi, one of founding members of Mandeleo Ya Wanawake, the Kenyan national women's organization.

CEDPA/Washington

Kavai Gulhati, President

Peggy Curlin, Vice President/Program Director

Jane Wilber, former PVO Coordinator

Carol Carp, Project Coordinator/Francophone

Eileen Olsen, Controller

Cheryl Truchan, Project Associate

Katherine Nutt, Communications Assistant