

Willie Campbell
President
Elise Fiber Smith
Executive Director



For 40 Years. Helping Women Help Themselves

EXPANDING WOMEN'S
PARTICIPATION IN AGRICULTURE
AND SMALL ENTERPRISE
DEVELOPMENT

MATCHING GRANT
YEAR II REPORT

(Cooperative Agreement No. OTR-0287-A-00-7177-00)

June 23, 1989

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EXECUTIVE SUMMARY

OEF International's three year Matching Grant program (June 1987-May 1990) addresses the problems of hunger, unemployment, and underemployment through expanding women's participation in economic development. In order for low-income women to increase their disposable incomes and access to resources, two levels of intervention are necessary: action programs to augment women's skills and policy reform to remove obstacles to economic opportunities.

Thus, the program strategy emphasizes enhancing the capability of indigenous organizations to provide training, implement projects, and affect policy related to low-income women's participation in agriculture and the informal sector. The four areas of program activity are: training trainers in skills related to assisting small enterprise development; training organizational managers to better plan, design, manage, evaluate and access resources for projects; promoting policy initiatives for removing obstacles to women's full participation in economic development; and documenting OEF experience in the form of reports, case studies, and technical materials.

In the first year of the Matching Grant, OEF hired a new Program Director and expanded its field staff to provide stronger managerial and technical guidance for the program and conducted in-depth studies of its small enterprise development activities in Central America and Senegal; training programs for trainers and counterpart agency staff were also carried out. In Year II, key learnings from the small enterprise development assessment have been identified and applied in the field; OEF's approach to institutional development has been studied, clarified, and strengthened; and OEF's Women, Law, and Development program has been integrated into the Matching Grant as a means to enhance the "policy initiative" component.

Specific accomplishments for Year II include:

- * OEF and the three local organizations in Costa Rica, El Salvador, and Honduras, which evolved from OEF-sponsored programs, have developed a contractual relationship which includes a scope of work and technical assistance over time;
- * A strong program management and technical team is in place in Senegal;
- * The comprehensive study of OEF's Central America microenterprise development activities, which examined methodology and impact, has enabled OEF to strengthen its approach and has significantly influenced views on "enterprise formation" in the wider enterprise development field;
- * Africa staff, in the field and headquarters, have developed a long-range strategy paper for the Senegal program;

- * OEF initiated an in-depth study of effective institutional development strategies based on its own experience and that of other PVOs;
- * The computer database for tracking changes in business performance and socio-economic impact is now in use in Central America and Senegal; and
- * The incorporation of OEF's Women, Law, and Development program into the Matching Grant has strengthened the policy initiatives component of the program.

In terms of countries of operation, the program initially involved Costa Rica, Honduras, Gambia, Niger, Mali, Senegal, and Somalia; this year, El Salvador, Haiti and Kenya were added, as well as Ecuador/Peru, Botswana, Lesotho, Swaziland, Zimbabwe, and the Philippines as the sites for regional Women, Law, and Development activities in Latin America, Asia and Africa.

The Matching Grant Year II budget was \$900,000, of which half was to be raised from private sources. As of May 31, all but approximately \$101,975 of the private match had been secured; \$50,000 was received from the Mott Foundation, \$10,000 from the MAZON Foundation, and \$12,500 from the United Methodist Women in June 1989. The outstanding amount of \$29,475 will be covered in the Year III private match.

I. BACKGROUND TO GRANT AND PROJECT CONTEXT

A. OEF's Evolution as a Development Organization

Throughout its forty years of work in women and development, OEF International's technical assistance has evolved in response to the needs of low-income Third World women. OEF's own experience at the grass roots, as well as the abundance of research since International Women's Year (1975), have challenged OEF to sharpen its technical capabilities and supporting management structure for its programs in the field.

In the sixties, OEF focused its efforts on strengthening voluntary organizations and their leadership through short-term training and technical assistance. The organizations OEF assisted, for the most part, operated programs that reflected a social welfare rather than a long-term development organization.

By 1970, OEF recognized the need to change its orientation to one that was more consistent with the principles of community development. Thus, the agency concentrated on training women leaders in new approaches to community self-help and organization. From 1970 to 1975, more than 1,000 community action and service organizations received such training.

The late seventies brought a further refinement of OEF's technical assistance approach. At that time, OEF began to work on grass roots development projects in collaboration with indigenous organizations and narrowed its involvement in the field of women and development to the critical area of "women and work." The research in the field, as well as OEF's aggregate experience at the project level, pointed to two facts. First, women's role in agriculture and economically productive activities had been vastly overlooked and underestimated by national and donor development planners. Second, women needed access to resources--extension services, credit, training, etc.--to ensure their contribution to economic development rather than economic deterioration.

OEF's response to these facts developed as a series of program stages: experimentation, consolidation, and documentation/replication. Over the past ten years, OEF has grown from an organizational "generalist" in women and development to a "specialist" with recognized technical expertise in the areas of small enterprise development and policy impact.

1. Experimentation (1977-1983)

During this period, OEF implemented 13 projects in small enterprise development and three projects in job training/placement. Beginning with the "Human Development Project" in Costa Rica (1977-79), OEF examined the work-related needs of low-income women and developed a range of program approaches to meet those needs. For example, OEF learned that women typically need pre-business or pre-vocational training, require holistic programs that take child care responsibilities into account, and respond most favorably to group-based strategies.

Also, in this process, OEF became acutely aware of the link between action programs and policy, specifically that constraints or supports in the policy environment have a profound effect on program success. Through a regional program in Central America, OEF developed a methodology for enabling local organizations to examine legal contexts and initiate constructive change.

At the end of this period, OEF had defined a general approach to "small enterprise development" and "women, law and development" and was ready to develop methodologies for use in the field.

2. Consolidation (1984-1987)

In the mid-eighties, OEF projects became more technical and increasingly agriculturally-oriented, such as swine production in Honduras, agro-forestry in Somalia, and new food crops and livestock in West Africa. The previous PVC Cooperative Agreement provided an opportunity for OEF to translate its cross-project learnings into concrete technical methodologies.

Drawing from the experience of its projects, OEF organized its small enterprise development methodology into four components: organizing, training, credit, and technical assistance. A series of technical and training manuals for small enterprise development was developed, pilot tested, and revised for publication.

The "Women, Law, and Development" program created a research methodology for preparing case studies on legal issues and sponsored a Forum at which over 77 cases were discussed as part of the United Nations NGO Forum/Nairobi July 1985. Follow-up activities have included creating regional networks in Africa, Asia and Latin America.

In addition, OEF established regional offices in Costa Rica, Somalia, and Senegal to provide a more effective program delivery system than its previous project-by-project model.

3. Documentation/Replication (1988-1990's)

OEF has now established a track record in small enterprise development; almost 1,000 low-income women have been assisted by its projects in Central America and Africa. Its policy-level work is internationally recognized and expanding, with grass roots training activities, country programs, and regional networks in Africa, Asia and Latin America.

At this point, OEF is faced with a new set of challenges as an organization, particularly in terms of scale of operation and institutionalization. In its grass roots projects, OEF has tended to work intensively, with a somewhat limited number of clients; how can OEF expand the number of beneficiaries it reaches, and do so at a reasonable cost? OEF's grass roots economic programs and policy level activities have both been noteworthy; how can these programs be better linked, so that one strengthens the other? Institutionally, OEF has established different forms of organizational structure in the field, from autonomous affiliates to relationships with local organizations; how can OEF's institution-building policy and approach be strengthened?

The Matching Grant provides OEF with the resources needed to make informed decisions in these areas and to put these decisions into action. Unlike funds for a particular project, this Grant enables OEF to examine its work across regions and across sectors, while concurrently implementing specific activities at the grass roots.

B. OEF Technical Capabilities

1. Small Enterprise Development

OEF's work occupies a special niche in the enterprise development field, in terms of the nature of its clients, businesses assisted, and context. Specifically, OEF's work differs markedly from that of other small enterprise programs in the following ways: a) it focuses on poor women who, some economists maintain, are too difficult to assist; b) it is concentrated in rural areas which are hard to reach; c) it assists women to start new businesses which is more difficult than assisting existing businesses; and d) it focuses on productive activities in contrast to petty trade or services.

In response to this mix of variables, OEF has developed an assistance methodology which includes several components. The methodology is outlined below and discussed in a lively article in Appendix D.

Reaching Rural Women Pre-Entrepreneurs: OEF's Integrated Financial and Nonfinancial Assistance

a. Organization

Women are formed into groups for training and mutual support. Camaraderie and an increased sense of personal efficacy are developed around training activities that cover group building, goal setting, resource mobilizing, and problem-solving. In some cases, the groups later serve as a valuable contributor to the women's businesses, in terms of collective marketing or advocacy.

b. Training in Business Skills

OEF places strong emphasis on women being business decision-makers, as a means to foster capabilities in analysis, planning, and management. OEF's "Appropriate Business Skills" training, based on three manuals with participatory activities includes:

(1) Doing a Feasibility Study - 7 steps: 1. why do a feasibility study; 2. choose a product or service to sell; 3. find out if people will buy it; 4. determine how the business will operate; 5. calculate business expenses; 6. estimate sales income; and 7. decide is this business a good idea.

(2) Marketing Strategy: Training Activities for Entrepreneurs - Explores product, price, distribution, promotion and packaging; and enables women to develop marketing plans.

(3) Management Made Simple - Includes business structure and organization, the "how-to" of financial and nonfinancial record-keeping, and business planning.

c. Credit

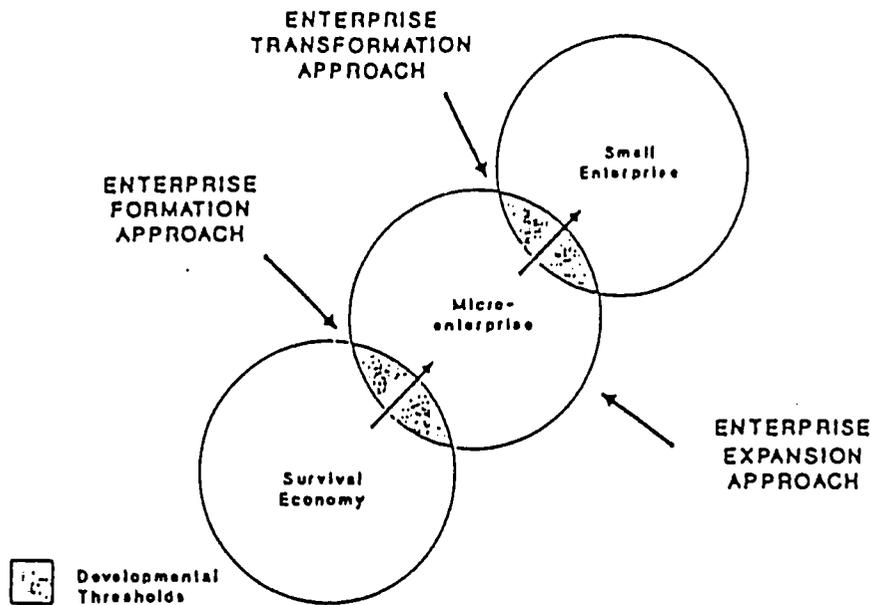
OEF works in partnership with local commercial banks, thus opening bank doors to women previously excluded from commercial lending. OEF trains women to understand the advantages and responsibilities of credit and the need to balance credit requests with realistic repayment terms. OEF and partner banks have joint loan committees to process applications; banks disburse the loans. The three forms of OEF-bank partnership are: bank administration of a revolving loan fund; bank guarantee (in which bank exposure increases over time); and bank referrals (in sites where banks loan to small borrowers).

d. Technical Support

Assistance in up-grading technologies begins during the business skills training. Since OEF clients are either expanding a marginal economic activity or developing a new enterprise, the introduction of new technologies is usually vital to business performance. In some cases, OEF staff or contractors are responsible for technical extension, and in others, OEF serves as a broker with technical assistance agencies.

OEF's work in this area was recently recognized in the AID Microenterprise Stocktaking study as a pioneering effort in "enterprise formation." The study identified three stages of business development, and emphasized that breaking through the "barriers to entry" from one stage to the next requires a multi-faceted technical assistance approach:

APPROACHES TO MICROENTERPRISE DEVELOPMENT



Source: James T. Boomgard, "AID Microenterprise Stock-taking: Synthesis Report," Development Alternatives Inc. and Robert R. Nathan and Associates, Inc., March 1989, p. 15.

Over the past five years, OEF has applied this approach in Central America and Senegal. A comprehensive program review in Central America and program assessment in Senegal this past year have indicated that the methodology is generally effective (see Appendix E for findings of the Central America study.) At the same time, cost-effectiveness—reaching more women with a more significant level of benefits—has been identified as a key challenge. Staff in Washington and the field are addressing this issue; however, to some degree, the maturation of the projects and "installed capability" for technical assistance in partner organizations is already having a positive impact on achieving scale.

2. Women, Law, and Development

OEF currently works at both the grass-roots and "macro" levels to promote policies favorable to women. The grass-roots activities are carried out through OEF's Education for Participation program in Central America, which emphasizes training and is developing a training manual which can be used beyond that region. Women, Law, and Development (WLD) activities are part of the global WLD network which grew out of the WLD Forum in Nairobi at the End-of-Women's-Decade Conference in 1985.

In January 1989, OEF proposed to PVC that Women, Law, and Development be incorporated into the Matching Grant, as a means to

strengthen the linkages between OEF enterprise development programs and policy reform. After OEF submitted documentation of WLD to PVC, the proposal was approved (see Appendix F).

In the original conceptualization of the Matching Grant, policy initiatives were envisioned in only those countries in which OEF was also carrying out small enterprise development activities. In practice, this concept has limited the cross-fertilization between OEF's enterprise development program and its ongoing Women, Law, and Development program. WLD began in 1983 as a strategy for promoting women's rights throughout the Third World. Since then, WLD has developed a network of resource people with extensive experience in legal reform, proven workshop models and training materials, and experience in specific policy initiatives that are worthy of documentation. The inclusion of WLD activities in the Match will foster greater integration of economic development and policy reform, as well as enhance the WLD program.

Since 1983, OEF has committed itself to a long-term program of support for the growing number of groups working independently throughout the Third World to promote women's rights. The Women, Law, and Development Program serves as a vehicle for collaboration and assists these groups to identify women's legal constraints, and develop empowering strategies for confronting them. Recognizing the link between law and development, OEF/WLD is dedicated to forging a common understanding of the role of law in determining women's participation in development--an understanding that provides a bridge between legal expertise and women's daily experience with the law. Major WLD activities have included:

a. Organization of the Third World Forum on Women, Law and Development at Nairobi, Kenya, in July, 1985. This Forum gathered hundreds of women to share their strategies for promoting women's rights and clarify the role of law in shaping women's participation in development. Forum participants committed themselves to the consolidation of a global network at the regional level by establishing autonomous WLD organizations in Asia, Latin America and Africa.

b. Formation of the Asia Pacific Forum on Women, Law and Development in December, 1986. OEF/WLD assisted in the planning of the Asia network's first regional assembly held in Manila in December, 1986 and has provided ongoing support for APWLD in planning and organization development. APWLD gained official legal status in January, 1987 and held a second regional meeting in Kuala Lumpur, Malaysia in December, 1988.

c. Formation of the Latin American Committee for the Defense of Women's Rights (CLADEM) in July, 1987. OEF/WLD is assisting in the

consolidation of the CLADEM network which is based in Lima, Peru. To this end OEF/WLD developed and implemented a Central America/Mexico Project which consisted of a series of national workshops in Costa Rica, Honduras, El Salvador, Nicaragua and Mexico. These workshops, carried out from August-October, 1988, aimed to strengthen the ability of local groups working with women to understand their legal constraints and develop or refine strategies for confronting them, and to enhance their impact by linking them on the national and regional levels. A Regional Women, Law and Development Conference took place in January 1989 as the culmination of those workshops.

d. Formation of the Africa WLD Network. OEF/WLD has developed a network of contacts in Africa and is undertaking efforts to consolidate this network in 1989. An OEF/WLD staff member, based in Harare, Zimbabwe, is directing this project.

e. Formation of US/WLD Network. OEF/WLD has initiated activities towards the foundation of a US/WLD Network in 1989 which could provide opportunities for exchange among Third World and US women activists.

f. Publication of Empowerment and the Law: Strategies of Third World Women. This book, edited by Margaret Schuler in both English and Spanish, contains 55 case studies documenting the experiences and strategies of women from 32 countries of Asia, Africa, and Latin America. It has been widely disseminated throughout the Third World.

Over these next three years, WLD plans to: continue to service the regional networks in Asia, Africa, and Latin America; create an International Commission for Women's Rights; and publish a range of materials, including "how to" manuals related to specific legal concerns.

Staff from OEF enterprise development programs will be included in these activities as appropriate; in addition, WLD staff and network members will serve as resources for specific policy initiatives in country programs.

II. PROJECT METHODOLOGY

A. Goal and Purposes

The goal of the program is to expand the participation of low-income women in economic development in specified countries in Africa and Central America, through strengthening the capabilities of local organizations.

The goal is being accomplished through four inter-related purposes:

1. To increase the capabilities of key indigenous organizations to plan, manage, implement, and mobilize resources for programs that expand women's economic opportunities;
2. To expand the cadre of indigenous field workers skilled in training and advising low-income women in technical, financial, and managerial aspects of agricultural production and small enterprise development;
3. To enable indigenous organizations to examine policies related to women's economic productivity and to undertake activities to affect those policies; and
4. To critically analyze, document, and disseminate significant learnings based on OEF experience in institutional development, small enterprise development, and policy initiatives.

B. Inputs and Outputs

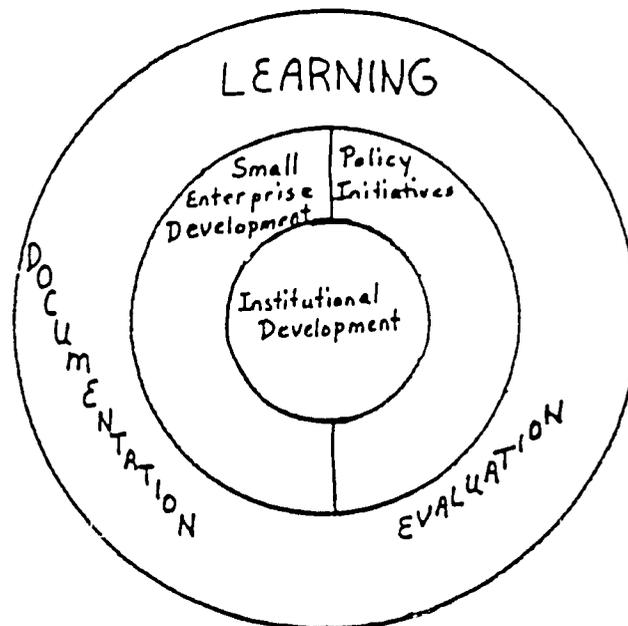
1. Inter-relationship of Program Components

Throughout its history, OEF has always worked in collaboration with local organizations, and over the past ten years, OEF has honed its technical capabilities for assisting its partners in the field. Specifically, OEF has developed expertise in institutional development, small enterprise development, and the promotion of policy-related analysis and action-taking. The Matching Grant enables OEF to integrate these three technical areas more fully and to establish effective, sustainable programs in the Match countries.

In the Year I Review Meeting (August 1988) of OEF/International's Matching Grant, the PVC Office requested OEF to expand its conceptualization of the "institutional development" aspect of the program and the relationship of this component to small enterprise development and policy initiatives (see Appendix G). The grant had an institutional development focus from the outset, but this emphasis was somewhat eclipsed by activities in small enterprise development and policy initiatives. Such was particularly the case in Year I, since AID mandated OEF to carry out extensive research and documentation of its small enterprise development program.

The 1987-88 Matching Grant report depicted the three components as having equal emphasis in its technical assistance approach. This year, however, staff analyzed this conceptualization in-depth and arrived at a more accurate portrayal of how the three "pieces" fit. For OEF, institutional development is the core of its work, with small enterprise development and

policy reform its two technical specialties; from field experience, OEF then draws "lessons learned" to be shared with the broader development community:



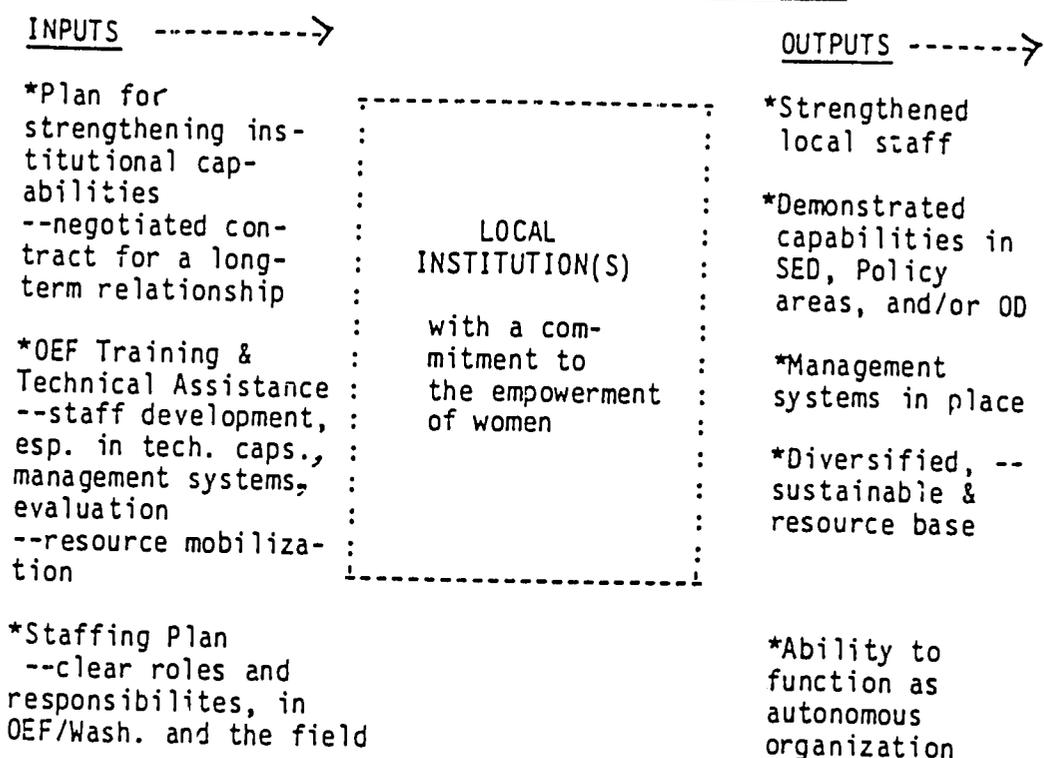
OEF MATCHING GRANT METHODOLOGY

2. Institutional Development Approach

OEF has worked with a variety of local organizations, including: government ministries and bureaus, existing NGOs, grassroots organizations, and NGOs newly established by OEF. To be effective in promoting women's full economic participation, OEF experience indicates that certain organizational characteristics are key: a focus on women; an emphasis on grass roots income-generation or small enterprise activities; an understanding of the affect of policy on women's roles and options; and a "critical mass" of technically qualified staff. These criteria guide OEF's identification of partners in the field, although it is rare to find organizations with all four characteristics.

Over the past few years, OEF has begun to evolve a more systematized institutional development approach. In addition to the identification criteria specified above, OEF has defined a conceptual framework for its work. The framework, as diagramed below, draws on AID's "Accelerating Institutional Development" Report (known as the ISTI Study) as well as on OEF's own experience:

OEF INSTITUTIONAL DEVELOPMENT FRAMEWORK



In accord with the ISTI study, OEF views institutional development as a five to ten year effort. Over this period, the roles and relationship of OEF and a local organization change significantly, as the local organization becomes more autonomous. The ISTI study presents three stages in the relationship of a Northern to a Southern organization: tutor to partner to resource. The organizational development literature poses three parallel stages, based on a theory of maturation: dependence to independence to interdependence. In both models, there is a shift in the degree of initiating vs. responding over the life of the relationship.

A major effort of OEF's Matching Grant is to more fully explore the dynamics of each of these stages and to specify the technical inputs required for each stage. With support from PACT, OEF is conducting a study of institutional development approaches of over 20 PVOs. This analysis will be used in Year III to guide OEF's refinement of its own strategy (see Appendix H for survey questionnaire).

C. Year II Activities and Accomplishments

This section presents the projected scope of work for Year II by region. Program activities and accomplishments are discussed in depth in Section

IV: Review and Analysis of Project Results by Country, and are summarized in a chart on pages 24-26.

1. All Countries

Several Match activities involve all program countries, as a means to systematize methodologies and to promote cross-fertilization of learning. In Year II these include:

a. Institutional Development

Objective: To further expand OEF's institutional development strategy and to develop needed training materials and technical assistance "tools."

- (1) Study of relevant documents and OEF's field experience.
- (2) Preparation of a "strategy paper" and draft training materials.

b. Small Enterprise Development

Objective: To revise OEF's small enterprise development methodology, based on the research carried out in Year I in Africa and Central America.

- (1) Field-headquarters workshop in November and follow-up visits to the field by headquarters staff.
- (2) Completion of "Management Made Simple" manual.

c. Evaluation/Documentation

Objective: To put business/beneficiary profile database fully on-line in the field and headquarters.

- (1) Modification of database format and questionnaire.
- (2) Development of reporting priorities and formats.

2. Africa

a. Institutional Development

Objective: To strengthen the capacity of local institutions to plan and implement economic activities for women and their families.

	Sen	Som	Gam	Nig	Mal	Ken	Zim
(1) strategic planning with central committees/staffs	X	X				X	
(2) TA consultation visits by Washington staff experts	X	X	X	X	X	X	X
(3) personnel management for national, regional and local staffs of institutions	X	X				X	
(4) financial and resource development workshops for national staffs	X	X				X	
(5) negotiation of OEF-local institution agreements	X	X				X	
(6) OD training for local project steering committees and advisory boards	X	X				X	
(7) credit management workshops for national staffs	X	X				X	
(8) outreach and networking - sharing and exchange of expertise; development of an Africa department newsletter	X	X	X	X	X	X	

b. Small Enterprise Development

Objective: To assist local institutions to learn from their collective experience; with noted recommendations from recent evaluations, to modify project design to make SED activities more cost effective and replicable.

- | | | | |
|---|---|---|---|
| (1) Washington workshop: participants from Senegal and Somalia will meet with OEF staff from other projects in Washington for 10 days | X | X | |
| (2) TA via project monitoring and field visits by Dakar Technical Unit and Washington staff | X | X | X |
| (3) evaluation of one major project | X | | |
| (4) training workshops for 45 extension workers in credit and savings | X | X | X |
| (5) training in group building techniques for 45 trainers | X | X | X |
| (6) training in conducting feasibility studies for 25 trainers | X | X | X |
| (7) training in marketing for 12 trainers | X | X | |

c. Policy

Objective: To incorporate policy reforms for women into existing and planned projects in Africa.

- | | | | |
|---|---|---|---|
| (1) identify policy staff member for Dakar Technical Unit | X | | |
| (2) research credit union and banking policies as they effect women | X | X | X |
| (3) work with local institutions on policy identification plan | X | | |
| (4) establish Africa WLD network | | | X |

d. Evaluation and Documentation

Objective: To continue documentation and research for institution building and SED begun during Year I of the Matching Grant.

	Sen	Som	Gam	Nig	Mal	Ken	Zim
(1) computerize client and business profiles	X						
(2) train local and Washington data managers	X	X					X
(3) collect data by survey & input	X	X		X			X
(4) produce and distribute reports and analyses	X	X		X			X
(5) produce a draft SED manual which is Senegal specific	X						
(6) conduct research on formal banking and its links to the informal sector	X	X					X
(7) needs assessment/planning for developing training center							X

3. Central America

a. Institutional Development

Objective: To strengthen the local institutions as effective, self-sustaining organizations capable of directly implementing small enterprise development programs and/or economic policy impact projects.

	CR	ES	Hd	Ht
Strategic Planning				
(1) Workshop (3 days in-country)	X			
(2) Technical assistance consultation visits	X	X	X	X

	CR	ES	Hd	Ht
Management				
(1) TA consultation in Personnel Management	X		X	
(2) TA & training in Financial Management	X		X	
Financial Development				
(1) Orientation during Washington workshop November 1988	X	X	X	X
(2) Regional training workshop (4 days)	X	X	X	X
(3) TA, coaching, networking (visits,corresp)	X	X	X	X
Legal Incorporation				
(1) Draft articles of incorporation & bylaws	X			
(2) Draft & negotiate OEF-local agreement	X	X	X	X
(3) TA in Board composition & development	X	X	X	X
Staff Development				
(1) Regional training on project design	X	X	X	
(2) Participative project development exercise to be designed/implemented	X		X	
Outreach & Networking				
(1) Sharing of information and contacts	X	X	X	X

b. Small Enterprise Development

Objective: To assist the local institutions to learn from their collective experience and the two recent evaluations by outside consultants. The small enterprise development methodology will be revised based on the learnings. Project designs and program methodology will be modified to be significantly more effective, broader in scope, more cost efficient, and replicable.

	CR	ES	Hd	Ht
(1) Field-headquarters workshop in November Washington D.C. 11/7-18/1988.	X	X	X	
(2) Revision/publication of "Management Made Simple" manual to be utilized by all groups.	X	X	X	
(3) Technical assistance in project design and project monitoring and field visits.	X	X	X	
(4) Paratechnician Program: Support the recently fielded community paratechnicians and those to be fielded during year II of the MG. Support stipend & training-related costs.	X	X	X	

c. Policy

Objective: To incorporate policy reforms for women into existing and planned projects for Latin America, specifically by better integrating and networking between the small enterprise development projects and the Program of Education for Participation and the Women, Law and Development Program.

- | | | | | |
|--|---|---|---|---|
| (1) Staff workshop covering improved integration, importance of policy and economic components and future project design and vision. | X | X | X | X |
| (2) strengthen Central America WLD network. | X | | | |

d. Evaluation/Documentation

Objective: To continue the documentation and research begun with the database system during Year I of the Matching Grant. The information system established in three countries will be used for on-going project management and evaluation and long-term research and evaluation.

	CR	ES	Hd	Ht
(1) Put database system fully on line	X	X	X	
(2) Train local and Washington database managers	X	X	X	
(3) Collect data by survey & input	X	X	X	
(4) Produce and distribute reports & analyses	X	X	X	
(5) Computerize client and business profiles	X	X	X	

III. MONITORING AND EVALUATION

A. The Monitoring and Evaluation System

OEF's overall strategy for the Matching Grant is to enable indigenous organizations to develop and carry out more effective programs for expanding women's participation in economic development. Thus, OEF is essentially working through other organizations to reach low-income women, rather than reaching them directly.

Therefore, to assess the outcomes of the Matching Grant, OEF must track a chain of effects:

- * changes in the practices of trainers and organizations;
- * the effect of these changes on projects; and,
- * the effect of the project on low-income beneficiaries.

The framework for the Matching Grant evaluation plan is OEF's internal "Participatory Evaluation System." The system has been in place in OEF programs for seven years. It enables indigenous staff and beneficiaries to play a major role in project monitoring and impact analysis, as a means to ensure that evaluation findings are integrated into project management and implementation.

A "Steering Committee," composed of OEF's staff, staff of indigenous organizations, and beneficiaries, meets regularly over the life of a project, carries out data collection and analysis, and considers improvements in project implementation. At project midpoint, the Committee works with an outside evaluation consultant to examine progress to date and to identify weaknesses and strengths in project design. Steering Committees are in place in Senegal, Somalia and Central America and coordinate the Matching Grant evaluation activities in the field.

Each of the Matching Grant countries has a yearly implementation plan, which includes a scope of work for the four program components. Monitoring is conducted on an on-going basis, with regular reports from the field to headquarters and field visits. Monitoring focuses on the extent to which activities are carried out as planned and the direct result of those activities.

In this grant, evaluation involves two levels of impact:

- * changes in trainers, local institutions, and the policy environment; and,
- * changes in low-income women beneficiaries.

Changes in trainers and local institutions are tracked on the basis of questionnaires, follow-up interviews, and observation. Specific skills or capabilities are examined, including ability to use experiential training materials, ability to plan programs, and ability to mobilize needed program resources.

In terms of policy initiatives, change is examined both in relation to expanding awareness of the effect of policy on women and directly impacting policies at the local or national level.

B. Indicators and Impact of Small Enterprise Development Activities

In Year II, the comprehensive review of OEF's Central America small enterprise development program by a consultant, Shari Berenbach, was completed. The review included: a study of reports and evaluations of five individual projects; interviews with staff in the field, OEF headquarters, and local organizations familiar with the program; and survey research of 240 enterprises involving 325 women. The learnings from this effort have been incredibly rich, and OEF International has already incorporated findings into a revised program strategy. (See Appendix E for a summary of findings and recommendations.)

Overall, the review demonstrates that OEF's small enterprise development methodology is effective for assisting most poor women to expand rural-based productive or service activities into viable enterprises, except for those with exceptionally dire situations. At the same time, the review emphasizes that OEF could be more cost-effective in its approach. By adopting recommendations from the study, OEF is currently demonstrating that enterprise formation programs in their third or fourth year of operation do become less costly; for example, in Costa Rica, cost per participant has dropped from about \$4,500 to about \$600.

The program review also enabled OEF to refine its indicators for business performance and socio-economic impact. The chart on page 22 depicts the flow of intended benefits, moving from individual change, to

business change, to household welfare change, to community change. OEF tracks these changes in its programs through a standardized database created by headquarters and field staff. Staff have been trained and the data base is in use in Costa Rica, El Salvador, Honduras, and Senegal. Data is collected and inputted every six months, using the questionnaire included in Appendix I. Staff in headquarters and the field then analyze the changes over time, to identify ways to further improve program outputs.

Using this framework, the following outcomes were identified in the Central America program review:

Central America
Program Charts

<u>Profile of Women Assisted</u>	<u>Profile of Businesses Assisted</u>
Age: 14-64	47% Food Transformation
25% Heads of Households	25% Small-scale livestock
14% Illiterate	13% Agriculture
28% Lack basic numeracy	15% Artisan or commerce
79% Never previously received credit	

Program Benefits

Business and Economic Indicators

Improved Management Practice:

- 80% know how to calculate costs
- 72% base their pricing on costs
- 60% adopted new marketing strategies

Business Performance:

- 88% generate a profit
- 68% have increased sales
- 45% have increased sales by 100% or more

Economic Impact:

- 67% have doubled their assets
- 91% some increase in assets
- 75% employ family members
- 28% employ paid workers
- 41% reinvested earnings

Social Benefits

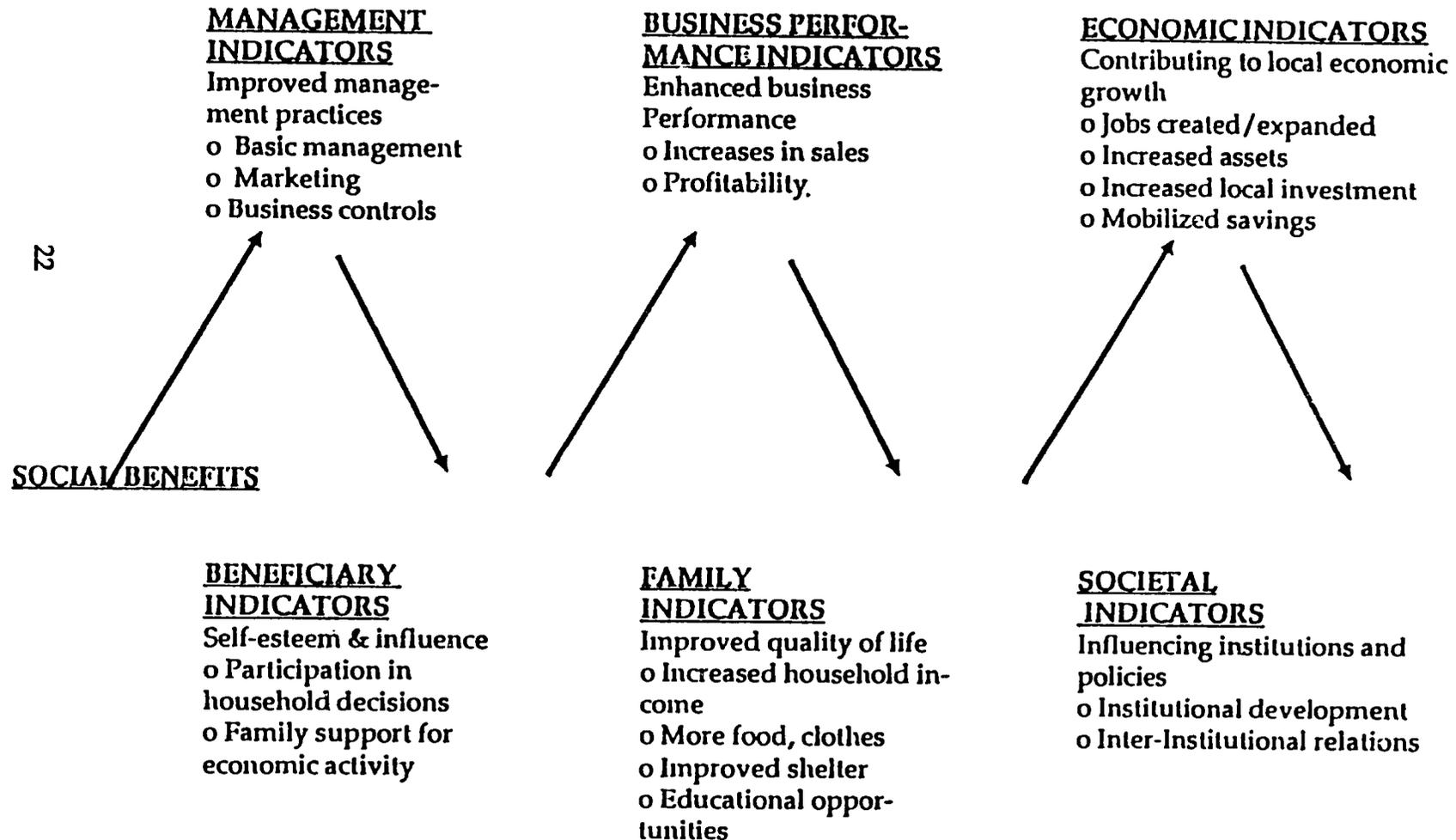
Beneficiary and Family Impact:

- 88% now participate in major household decisions
- 88% of households increased their incomes
- 82% of women spend their income on food
- 57% of women spend their income on clothing
- 35% of women spend their income on home improvements
- 50% of women spend their income on better education opportunities

The data is serving as a baseline for subsequent program assessments; in Year III, standardized data base analytic and reporting formats are being developed.

THE OEF CENTRAL AMERICAN SMALL ENTERPRISE DEVELOPMENT FRAMEWORK

BUSINESS/ECONOMIC BENEFITS



IV. REVIEW AND ANALYSIS OF PROJECT RESULTS BY COUNTRY

In each Match country, OEF/headquarters provides assistance to one or more partner organizations, which serve as implementors for OEF-sponsored programs and as training resources for other organizations in the country. In Central America, OEF has founded new indigenous organizations; in Africa, OEF has determined that it is more appropriate to work through existing local organizations at the present time.

In Year I, the Match included five countries in Africa--Senegal, Gambia, Mali, Niger, and Somalia--and two countries in Central America--Costa Rica and Honduras. In Year II, with PVC approval, OEF added Kenya since OEF is beginning a program there in coordination with the YWCA which has good prospects for AID and private funding. Zimbabwe was also included as part of the Women, Law, and Development program. In Central America, the Match now encompasses El Salvador and Haiti, as well as Costa Rica and Honduras. In all four of these countries, OEF has established a new NGO over the past four years; these organizations need assistance in resource mobilization, management, refinement of program methodologies, evaluation and information management systems, and integration of small enterprise and policy components. This assistance can be provided cost-effectively on a regional basis through workshops and technical assistance visits by headquarters staff.

For Year III, PVC also approved the addition of six more WLD countries: Ecuador, Peru, Botswana, Lesotho, Swaziland, and the Philippines. These are "secondary" Match countries, in which activities will include only workshops, meetings or short-term consultancies.

Year II outputs are summarized in the chart on pages 24-26, by country and by program component. Detailed reviews of these activities then follow.

YEAR II OUTPUTS
(OEF MATCHING GRANT)

Regions

	Senegal	W. Africa Regional (Gambia, Niger, Mali)	Somalia, Kenya Zimbabwe	Central America Regional (Costa Rica, Honduras, El Salvador)	All Regions
Components					
1. Evaluation/Documentation/Learning	<ul style="list-style-type: none"> o Evaluation of small enterprise activities. (10/88) o Data collection on beneficiaries and enterprises for evaluation of program impact. o Development of strategy paper for Senegal small enterprise development program. o Research on banks and their links to the informal sector. o Assessment of credit savings needs of persons associated with CON-ACAP. o Evaluation of credit support groups with FAFS project. 	<ul style="list-style-type: none"> o Documentation of the collaboration between OEF, IVS, FFH and Groupe Jeunes in the Mali project. 	<ul style="list-style-type: none"> o Assessment of current small enterprise and women's activities. 		<ul style="list-style-type: none"> o Refinement of a computer data base, including profiles of all beneficiaries and businesses assisted. (9/87 - 5/88) o Field - Headquarters workshop to discuss learnings in small enterprise development, policy initiatives and institution building, and to refine Matching Grant plans. (10/88)

	Senegal	W. Africa Regional	Somalia , Kenya, Zimbabwe	C. America Regional	All Regions
2. Training of trainers in small enterprise development	<ul style="list-style-type: none"> o Series of training workshops on establishing and managing credit programs for 5 projects (MFR (2), FAFS, CONACAP, FONGS). 	<ul style="list-style-type: none"> o Training of Mali project extension workers in group building and feasibility studies . (1/89) 		<ul style="list-style-type: none"> o Training in how to gather, input and use data in the data base system for tracking small enterprises. (5/89) o Joint discussions of OEF's SED methodology and credit programs leading to adjustments in the program and the development of new approaches to be tested. 10 day meeting in Washington with OEF staff worldwide. <p>COSTA RICA:</p> <ul style="list-style-type: none"> o Refinement of SED methodology and credit policy; planning for next steps for ACORDE grant aimed at lowering cost per beneficiary to \$600 each. (1/89) <p>EL SALVADOR:</p> <ul style="list-style-type: none"> o 20 community based paratechnicians trained to assist entrepreneurs with financial management systems and methods. <p>HONDURAS:</p> <ul style="list-style-type: none"> o Technical assistance provided to develop strategies to make pro- 	

	Senegal	West Africa Regional	Somalia, Kenya, Zimbabwe	C. America Regional	All Regions
3. Institution-building (training of managers)	<ul style="list-style-type: none"> o Review of program goals and objectives with new MFR director and national staff. o Drafting of general partnership agreement with MFR and FAFS. o Development of new partner relationship with CONACAP. 	<ul style="list-style-type: none"> o Two workshops with Groupe Jeunes staff on resource identification. o Two workshops with Mali project staff and Groupe Jeunes members on project planning. o Two workshops on credit management for Mali project staff and Groupe Jeunes members, conducted by OEF/Senegal staff. 	<ul style="list-style-type: none"> o Training project staff and SWDO members in project planning and the roles and responsibilities of individual staff members (Somalia). o Training sessions in computer operation for Mogadishu staff. o Identification of YWCA/Kenya as local partner and collaboration in design of institutional development/ small enterprise project. 	<p>gram more cost effective vis cost per participant.</p> <ul style="list-style-type: none"> o On site technical assistance in strategic planning, staffing, management methods. (10/88-1/89) <p>COSTA RICA:</p> <ul style="list-style-type: none"> o Establishment of a legal, local NGO, Fundacion Mujer, to ultimately carry on SED work initiated by OEF staff by the year 1990. o Signed partnership agreement between OEF and MAE project, the precursor of Fundacion Mujer, to implement a joint SED project under a grant from ACORDE, a local AID umbrella agency. The grant was written and negotiated jointly as training for the MAE staff in project development and proposal writing. o Three day workshop on strategic planning. o Five days of on-site 	

Senegal	W. Africa Regional	Somalia, Kenya Zimbabwe	C. America Regional	All Regions
			<p>technical assistance and training in financial management and management information systems. (5/89)</p> <p>o Technical assistance in proposal writing and networking with funders.</p> <p>EL SALVADOR:</p> <p>o OEF de El Salvador functioning as a self-reliant, financially independent organization.</p> <p>o Funding base expanded to include local grass roots support and fee for services to local PVOs.</p> <p>o Technical assistance for proposal writing and networking to funders provided by OEF Washington.</p> <p>o Partnership agreement signed between OEF International and OEF de El Salvador.</p> <p>o Technical assistance in strategic planning and financial systems.</p> <p>o Community banks set</p>	

Senegal ;

W. Africa Regional

Somalia, Kenya
Zimbabwe

C. America Regional

All Regions

26

4. Policy Initiative

- o Several planning meetings of Washington and Senegal staff to outline policy component of Senegal program.
- o Design of policy interventions to correspond

- o WLD Africa First Planning Meeting: After assessing existing regional programs for women and identifying critical problem areas for women, the Planning Committee, with the

- up and run by community members to manage credit funds.
- HONDURAS:
 - o Partnership agreement signed between ODEF and OEF International.
 - o Technical assistance in networking to funders: joint proposal submitted.
 - o Diversified funding base developed including AID Honduras and private foundations.
- HAITI:
 - o Formal agreement signed between CPFO and OEF International.
 - o Joint proposal prepared, submitted and accepted for a project funded by Ford Foundation.
- o Central America/ Mexico Women, Law and Development Conference: Women's rights activists gained a clearer understanding of the legal problems facing women in Latin America

Senegal

W. Africa Regional

Somalia, Kenya
Zimbabwe

C. America Regional

All Regions

with already established economic program.

Women, Law and Development workshop for Senegal staff in Dakar. (6/89)

assistance of OEF/WLD staff, designed a series of workshops and a regional conference aimed at making the law more accessible to women and improving collaboration among similar projects.

and the kinds of responses that achieve the empowerment of women; and helped forge permanent links for collaboration and exchange

A. All Countries

With coordination provided by the Technical Services Unit, OEF has made advances in several methodological areas this year. In terms of institutional development, OEF launched a study of effective strategies, drawing on its own experience and that of other PVOs to identify "lessons learned." This research will be consolidated onto an overview paper and revised training materials in Year III.

In its small enterprise development work, the program review OEF conducted of its activities in Central America has had a major impact on both OEF's approach and on thinking in the field in general. OEF headquarters and field staff, using the study's analysis, findings, and recommendations, made a number of changes in implementation strategy, which are listed in Appendix E, page 7. The study was also a timely input to the AID microenterprise development stocktaking effort, conducted by Development Associates, Inc. and Robert Nathan Associates, Inc. The stocktaking report utilized OEF experience to conceptualize and analyze "enterprise formation" programs, i.e. enabling pre-entrepreneurs to establish viable microenterprises.

In Africa, the Senegal enterprise activities have become more systematized, particularly in terms of credit systems and management. The overall Senegal program strategy paper, developed this year, is included as Appendix J.

OEF's computer database for tracking changes in business performance and socio-economic impact is now in place in Central America and Senegal (see III. B. of this report for details). The database enables OEF to aggregate experience across countries and regions, to identify trends, strengths, and weaknesses in program approach. Year III activities will include standardizing reporting formats from the data.

In Year II, OEF also planned to publish the third manual in its "Appropriate Business Skills for Tird World Women" series. The manual, which focuses on simple management and accounting methods, however, has required further testing in the field. Since there is considerable debate in the enterprise development field on the need and utility of bookkeeping for microentrepreneurs, OEF wants to be sure its training is rooted in field realities. In addition, OEF's innovative "bare-foot accountants" scheme in Central America, which will be a part of the manual, is only in its second year of operation and needed time to become established. The present publication target is 1990.

B. Senegal

Emphasis this year has been placed on putting together a team of local technical experts on the OEF/Senegal staff. In addition, much time was spent in refining loan disbursement, monitoring and reporting procedures in order to expand the number of program participants. Another priority was strengthening relationships with OEF's local partner agencies, which included the drafting of partner agreements. Several meetings were held with Washington and Senegal staff to outline the program's policy component and a policy workshop is scheduled for June in Dakar.

1. Training of trainers

Eighteen extension agents from two partner agencies participated in a series of training workshops on establishing and managing credit programs. Facilitated by the OEF/Senegal staff, these workshops were carried out in three different regions of Senegal. Topics covered included loan terms, loan applications, calculations of profit and loan monitoring and reporting. The OEF/Senegal Business Management Coordinator provided extensive follow-up technical assistance on all of these topics.

2. Evaluation and documentation

In October, 1988 an evaluation was carried out of OEF's small enterprise activities in the Sine Saloun region. Some of the findings are as follows:

- * 16 of the 19 village groups are functioning well; participants understand the program and have made regular payments on their loans;
- * Participants are very pleased with their new access to local banks;
- * Participants requested greater assistance from partner agency staff;
- * Participants made several recommendations for improving loan disbursement and repayment procedures;
- * Some women group members expressed an interest in forming separate groups instead of participating in mixed groups.

An effort has begun to collect data on all businesses and beneficiaries in the Senegal SED program. Extension agents have been trained to carry out surveys using questionnaires developed by the OEF Technical Services Department. Data is being gathered on over 900 participants and over 35 business groups.

A draft strategy on the Senegal SED program has been completed. Additional refinements are being made and a final document will be available in late summer.

Work on a Senegal-specific SED manual has been postponed until more data on program results is available. Instead, effort will be focused on putting together a handbook/notebook on SED program implementation for extension agents.

As part of its outreach and networking activities, OEF's Africa Department, in cooperation with the field offices, is developing a newsletter describing various project activities and accomplishments.

Research has begun on banks and their links to the informal sector.

3. Institutional development

Attention this year has been focused on clarifying roles and an overall strengthening of our relationships with partner agencies. Our principal partner agency, MFR, has undergone a change of leadership after numerous years. Much time has been spent in reviewing program goals and objectives with the new Director and in drafting a general partnership agreement. Several program implementation issues have been discussed and resolved with the MFR leadership. The dialogue is ongoing. Progress has also been made in strengthening the partnership with FAFS.

OEF has begun work with a new partner agency in Senegal, CONACAP, the National Association of Community Credit Unions. Our first joint effort has been a survey of people associated with CONACAP as part of a credit and savings needs assessment. A training plan is now being developed, based on the results of this survey.

4. Policy initiatives

A new staff person has been hired in the Senegal office who will work part-time on the policy program.

Several meetings have been held including both Washington and Senegal staff to outline the policy component of the Senegal SED program. A staff workshop will be held in Dakar in June to further outline this component, including consultation with local organizations interested in this activity.

C. Mali

During this past reporting period, OEF has continued to work closely with two other US PVOs, the Freedom from Hunger Foundation and International Voluntary Services, to strengthen the local Malian organization, Groupe Jeunes. Training has been provided to the organization by OEF in a systematic and regular manner throughout the year.

Sessions were conducted with the Groupe Jeunes National Committee to identify possible funding sources. In 1989-1990, Groupe Jeunes is responsible for providing 20% of the funds for the Mali Initiative Project. Detailed plans were made of how to approach funders and of the preparation of proposals.

Two workshops were held for MIEN project staff and members of the Groupe Jeunes National Committee to refine earlier plans which had been drawn up for the project. The second workshop resulted in specific recommendations on project changes from OEF and FFH to Groupe Jeunes.

Training in group building and the conducting of feasibility studies was the focus of training for the project extension workers. The Project Director and two members of the Groupe Jeunes National Committee attended these sessions which were held at Dogo, the project site in the Sikasso region.

A trainer from Maisons Familiales Rurales, an OEF partner organization in Senegal, sent one of its extension trainers (previously trained by OEF) to assist with the training.

To assist in the establishment of credit systems with local women's groups, OEF/Senegal's Business Management Coordinator worked with project staff on two occasions. His input was regarded as highly valuable by the staff as there are many similarities in group structures in Mali and Senegal.

1. Documentation of the collaboration

For over three years, OEF, IVS, and FFH have worked together to plan and implement activities with Groupe Jeunes in Mali. Much has been learned about the nature of collaboration from this work together. Towards the end of 1988, the group decided to document the collaboration so that other PVOs might be assisted in their decisions as to whether or not collaboration is the best way to work.

Groupe Jeunes is very positive about collaboration and we believe that much has been gained through the experience by all the parties involved. However, due to changes in the focus and direction of activities at Freedom

from Hunger, it seems likely at this time that the collaboration will take another form in the future. The documentation was funded by a special grant from PACT.

D. Niger and the Gambia

With the increased effort made in programming and development in Mali and Senegal, it has been difficult to schedule specific activities for Niger and the Gambia this year. OEF has made every effort to draw members of women's groups from both countries into regional activities and exchanges, only to have such plans thwarted at the last moment. For example, a planned visit by the head of the Women's Bureau of the Gambia to an OEF project in the Casamance region of Senegal did not take place at the very last moment. Efforts to encourage exchange of trainers from Niger to Senegal through the Women's Association of Niger have not been successful.

Before the beginning of the next Matching Grant year, OEF will reassess the cost effectiveness and overall benefit of continued work in these two countries.

E. Somalia

During this past year, OEF has continued to work closely with the Somali Women's Democratic Organization. While OEF has concentrated much of its efforts on final planning and implementation of a specific agricultural enterprise project, designed with the SWDO, other training activities have been carried out independently.

Staff of the Agricultural Enterprise Project, including SWDO members from National Headquarters and the local chapter, participated in a series of workshops designed to enable them to draw up their own job descriptions, increase understanding of their responsibilities, and assist with project planning.

The local chapter of the SWDO and three members of the National Committee participated in a series of workshops to finalize the design of the Agricultural Enterprise Project. This additional step in the development of the project was necessary due to difficulties (specifically, a lack of water) encountered in using the original project site.

The Matching Grant enabled the staff in the Mogadishu office to participate in a series of training sessions on computer use. All reporting, both financial and narrative, is now done on a computer.

During the past year, much groundwork has been laid for work with additional local groups in Somalia. These groups include the following:

- * Family Life Centers - An arm of the Ministry of Education, they conduct training sessions for women in centers throughout the country.
- * Cooperatives - OEF was approached by the head of the cooperative movement (a woman!). OEF will work with them to enable women to participate more fully at the planning and directional levels within the movement.
- * AFMET - This agricultural extension organization has only one woman on its staff. OEF and AFMET have drawn up a specific agreement to work together on training during the next year.

Such interest in collaboration with OEF indicated a growing confidence in the technical assistance OEF has to offer.

F. Kenya

This is the first year that Kenya has been included as a Match country for OEF.

We have moved slowly in exploration to assess the activities already underway and to determine where OEF technical assistance would be of best use. During the course of the year, OEF Africa staff held a series of meetings with members of different organizations.

Currently, the YWCA and OEF are working together on the design of an institutional development/small enterprise project, to begin in the Fall of 1989. The two organizations have compatible goals and while the YWCA has been established for some time in different parts of Kenya, they have specifically requested assistance with organizational development, particularly for staff in the national and chapter offices.

G. Regional Exchanges

As noted above, OEF has involved trainers from Senegal in project activities in Mali this year. Such exchanges broaden the experience of staff members on the one hand and inspire participants on the other. We hope to increase such exchanges this next year.

The OEF "In-House" meeting, held in the fall of 1988, enabled staff from West Africa to meet with OEF staff from other countries here in Washington. This next year the "In-House" will be divided regionally and African participants will meet in Dakar. Staff and associates from Somalia

and Kenya, as well as other West African countries, will meet to exchange ideas and learnings. They will also have a chance to visit specific projects in Senegal. While the idea is a departure from the usual mode, we believe it will promote increased understanding and exchange of practical experience in the Africa region.

H. CENTRAL AMERICA

At the beginning of Year II, all four of the fledgling local organizations which OEF International established had either just ended (El Salvador) or were in the final months of (Costa Rica, Honduras and Haiti) the projects for which they had been established. These original project grants were their principle sources of funds. Through their own initiatives and with the support provided by OEF International through the Matching Grant, all four organizations have taken important steps in making the transition to self-sustaining institutions capable of designing and implementing effective small enterprise development programs.

All of the specific activities projected for Year II have been accomplished with two exceptions: the regional workshop in financial development and the final meeting to document the process that describes the relationship between the economic and the policy components of OEF programs. Both of these workshops have been postponed to Year III, though a great deal of preliminary work, both in the field and at the fall meeting in Washington, has been done toward formalizing the process of relating the policy and economic components of OEF's work. Several pilot approaches are currently being used in Costa Rica and Honduras. Documentation of the plan will be done at the December 1989 Latin America meeting.

1. Costa Rica

At the initiation of Year II, as the AID centrally-funded Women In Business project neared completion, OEF International provided two major inputs which ensured a continuation of an SED program in Costa Rica. OEF legally established a local organization (Fundacion Mujer) and obtained a large project grant from ACORDE, enabling the new organization to implement an expanded follow-on project. In addition, OEF provided the following support to strengthen the local organization: a three-day workshop in strategic planning, five days of technical assistance and training in financial management, and technical assistance in resource development during both in-country and Washington consultations.

Considerable assistance was also provided in the refinement and documentation of OEF's small enterprise development methodology. Through the week-long Washington workshop, a three-day in-country

consultation by an external SED consultant, together with additional consultation and documentation from staff, OEF provided assistance in project design. In addition, OEF further developed its computerized data base management system and trained local staff to collect, input, and utilize the data system.

As a result of the above activities, a local organization has been established and its capacity strengthened to implement a larger and more cost-effective SED project with important refinements in its training methodology, credit policy, staffing pattern, and financial and informational management systems, and in its capability to develop as an institution.

2. El Salvador

At the beginning of Year II, it was questionable whether OEF's newly established local organization (Organizacion de Educacion Empresarial Femenina de El Salvador) could survive after having recently lost its only substantial project funding as well as having to operate in an area engulfed in the country's civil war. As of the end of Year II, OEF de El Salvador has not only survived, it has developed into an innovative indigenous organization.

OEF International supported the organization's development through technical assistance in strategic planning, and especially with staff training and networking in financial development during Washington and in-country consultations. Through a week-long Washington workshop, an in-country consultation by an external SED consultant, and the training of local staff to collect data and utilize OEF's data base management system, OEF provided considerable assistance in program design and management. In addition, OEF provided for the training of twenty community-based paratechnicians as well as the design of the paratechnician program.

As a result of OEF's support through the Matching Grant, and the valiant efforts of its own competent staff, the local organization has achieved a greater level of stability and effectiveness. Its funding base has been broadened to include grass-roots local support, fees-for-services from local development organizations, external private foundations, and an international funding agency. OEF de El Salvador has introduced several innovations in its SED program, including greatly increasing the number of its paratechnicians and upgrading the scope of their functions, and promoting "community banks" in which community members manage the credit funds.

Now that OEF de El Salvador has been developed into a viable and very effective local organization, it and OEF International have signed a

formal agreement based on reciprocal rights and responsibilities as partner institutions.

3. Honduras

Although OEF International had established a local organization (Organizacion de Desarrollo Empresarial Femenino - ODEF) earlier, at the beginning of Year II of the matching grant (1988-1989), the organization was still greatly dependent on OEF for its program direction and funding.

Year II activities were directed toward supporting ODEF in its move to greater independence and in assisting it to modify and stabilize its SED program. OEF provided the same level of assistance in institutional development, and in SED program design and management as was provided to OEF de El Salvador.

As a result of these mutual efforts, ODEF has modified its SED methodology and has made its programs much more cost effective and competitive. It was thus able to maintain its two SED programs, one for group-owned pig-raising enterprises and the other for individually-owned enterprises. ODEF has also diversified its funding base to include AID-funded Honduran agencies and additional private international organizations.

During Year II, ODEF has demonstrated its institutional capability and independence. OEF International and ODEF signaled their new relationship of mutuality in the formal agreement signed at the end of the grant year.

I. Haiti

OEF's Year II plans for the organization it established in Haiti (Centre de Promotion des Femmes Ouvrieres -CPFO) included only institutional development. Assistance was at a lower level than for the other three countries.

OEF provided some technical assistance consultation, especially in the area of program and financial development. But conditions in Haiti, both the social conflict and political instability in the country itself, made further assistance impossible. In spite of this, the organization continued effective work including the addition of an AIDS education project.

Conditions during Year III will, hopefully, be favorable enough to allow for a greater level of assistance.

I. Women, Law, and Development

1. Central America-Mexico Regional

a. Background

The Central America-Mexico Regional Women, Law and Development (WLD) Conference, held in San Jose, Costa Rica, January 12-15, 1989, culminated a year-long project implemented by the Women, Law and Development Program of OEF International with individuals and groups working on women's legal issues in Central America and Mexico. The 56 conference participants included lawyers, psychologists, social scientists and community activists from Central America and Mexico as well as South America. They were involved in a range of projects: legal education and legal promotor's training projects, legal services centers in poor communities, and national campaigns to reform policies affecting women, among others. They came together to identify common problems, share effective responses and build links for permanent collaboration.

OEF International's Women, Law and Development Program designed the Central America-Mexico Project in response to needs and interests articulated by women's rights activists in the region. The projects aims were: 1) to strengthen and promote the development of legal programs for women; and 2) to forge national and regional links for mutual support and action, using the WLD regional network in Latin America, the Latin American Committee for the Defense of Women's Rights (CLADEM) as a possible mechanism for networking.

To this end, the project involved country workshops in Costa Rica, Nicaragua, Honduras, El Salvador and Mexico with two main objectives: 1) to facilitate an analysis of the most critical problems facing women in relation to the legal system; and 2) to assist in the design of a possible strategy for confronting these problems using the law as an organizing and educational tool. The workshops strengthened the ability of local organizers to design and plan legal programs and strategies and helped to identify the issues to be dealt with at the subsequent regional conference.

b. Regional Conference Objectives

The Regional Conference had three main objectives: 1) to continue the analysis of three priority problem areas which affect women in Central America and Mexico, specifically a) violence against women; b) constraints imposed by family law; and c) women's rights in the workplace (both rural and urban); 2) to promote the elaboration of legal strategies to address these problems; and 3) to establish regional links between organizations and individual activists working to promote women's rights.

c. Conference Themes, Structure and Methodology

The crucial element of the conference was the participatory methodology used in its design and implementation. The conference organizing committee, composed of the country coordinators and OEF/WLD staff, decided to set the total number of participants at 50 (although there were slightly more) to ensure effective participation. They set quotas per country based on the scope of women's rights work being carried out. The country coordinators were responsible for the participant selection process in their own country. As mentioned above, one or two participants from South American countries were included for their involvement with CLADEM.

They decided that each of the three themes should be broken down into the following subthemes:

violence - abuse, abortion, rape, repression;
family - marriage, child support and alimony, divorce;
work - discrimination, informal sector and unions.

The following is a brief description of the conference design developed by the conference committee:

Day 1: Theoretical analysis of the three conference themes: formal papers on each of the themes were presented by individuals selected prior to the conference. After the presentations, participants worked in small groups to further analyze the issues.

Day 2: Analysis of current strategies and design of new strategies: in small groups, participants described their own work experiences and identified common elements of a good strategy, common problems and successes in their implementation. Following this analysis, participants designed strategies to be used at the local or national level in each area and made recommendations with respect to national and regional coordination among groups.

Day 3: Recommendations and plans for the future: workshop participants presented the conclusions and recommendations for each theme and made recommendations for networking.

d. Outcomes and Results

In addition to reinforcing the outcomes of the country workshops, the Regional Conference had other identifiable results:

(1) The identification of common problems and successes in the use of legal strategies in the region.

While participants understand the problems women face in their countries, a more systematic analysis and discussion of those problems enabled them to identify more specific kinds of programmatic responses. In sharing and analyzing experiences, participants came to understand the value of documenting successful legal strategies. Several participants agreed to prepare case studies of their experiences in implementing strategies for a publication that WLD staff will compile.

(2) Networking between groups using similar legal strategies.

Many participants were unaware of similar activities being carried out in neighboring countries in the region. Groups interested in similar issues established direct links to learn from one another.

(3) The initiation of coordination on the regional level.

Participants recommended that a research project on violence against women be undertaken on a regional level with the goals of raising consciousness about the problem, changing cultural attitudes and seeking legal alternatives which would be more effective in addressing the problem. It was agreed that an interdisciplinary research team would be selected to coordinate this project and design an appropriate methodology. UNICEF representatives present at the conference expressed interest in supporting the project.

(4) Forging of links with the CLADEM Latin America network.

Although a national CLADEM network had already been formed before the conference in Costa Rica and 3 Central Americans serve on the Steering Committee of CLADEM, the network is not well known among groups of the region. The Conference provided CLADEM coordinators the opportunity both to disseminate information about the network and to initiate the formation of links with the Central American and Mexican conference participants.

2. Africa Regional

a. Introduction:

The Africa Project of OEF International's Women, Law and Development Program (WLD) began in January 1989 and is ongoing through February 1990. This project is directed by the African participants using the following objectives as a general guide:

(1) To promote understanding of the most critical legal issues and problems – customary and formal – facing women in Africa.

(2) To refine and develop the most effective means (strategies and programs) to confront them.

(3) To clarify the kinds of legal and organizational processes that lead to empowerment.

(4) To build links at the national and regional levels to share successful approaches and expand the influence of individual local programs.

The final outcome of the year-long process will be the establishment of an African regional network that provides a mechanism for interchange and mutual support between groups and individuals working to improve women's status.

To launch the WLD regional effort, a consultative planning meeting was called with the participation of 14 women from Ghana, Nigeria, Sudan, Uganda, Kenya, Tanzania, Zambia, Mozambique, Zimbabwe and Botswana, including lawyers, community development specialists, academics and social scientists representing both governmental and nongovernmental efforts to contribute to the development and status of women.

b. Objectives of the Planning Meeting:

The purpose of the meeting was to assess the feasibility of activities in Africa toward the development of a regional WLD network and to plan those activities as next phase of the program.

The objectives of the meeting were several:

(1) To identify and assess current organizations and programs at the regional and national level that address women, law and development issues;

(2) To brainstorm parameters for a regional network that would respond to the specific needs of women working in women, law, and development issues in Africa;

(3) To select substantive areas of concern, themes, or issues for the region as a whole to be key targets of regional focus;

(4) To identify African women advocates/activists who should be included or involved.

(5) To determine the kind of activities that should be undertaken at the country and regional levels to strengthen programs aimed at

increasing women's understanding and exercise of rights and to promote the development and consolidation of a network;

(6) To plan the details and timeframe for these activities and assign responsibilities, tasks and lines of communication.

c. Structure of the Meeting

To achieve these objectives, the meeting was broken down into the key tasks of information-sharing, analysis, and planning. The first activity was to identify relevant regional networks, organizations, or projects that have some bearing on women, law, and development activities. This was followed by descriptions of on-going activities in the countries of those represented at the meeting. After sharing information about organizations and programs, the group worked on an analysis of the most critical legal problem areas facing women and identified needs and limitations detected in current programs and strategies. Using this information, each participant suggested specific workshop content that would be useful as an activity in her country. The group then outlined the basic concept of regional WLD program for Africa and the purpose and content of a regional conference. Finally, timelines and specific responsibilities were worked out for the activities of the next several months.

d. Salient Conclusions and Decisions Reached:

(1) Needs and Problems:

After a thorough assessment of existing regional and national level programs geared toward improving women's status, the Planning Committee identified the following commonalities related to women's rights work:

(a) Women's rights activities are being carried out, in most cases, through the joint efforts of NGO's and government. Law Reform Commissions in several countries provide a bridge between government and NGO's.

(b) The primary approach to making law more accessible to women is through Legal Aid clinics and legal education.

* The legal aid clinics are consistently finding that women's legal problems are best solved out of court and require a broad, not solely legal approach.

* Legal education has primarily concentrated on the production of pamphlets and dissemination of information through talks, although, in some cases, the organization and empowerment of

women seems to require a broader approach. The use of media is not wide-spread.

(c) Women's rights initiatives are primarily being carried out by lawyers, although in some countries lawyers are not active at all.

(d) The primary focus of most regional networks thus far has been research.

(e) The most effective form of membership in regional organizations seems to be flexible – open to affiliation as groups or individuals, and at least at the initial stages, divided along sub-regional lines.

After reviewing the scope and purposes of other relevant regional networks and current women and law activities within each country, the participants turned their attention to assessing the most critical legal problems facing women and identifying the needs and gaps in the work. Using the framework for assessing the problem developed in Empowerment and the Law, the participants identified the most critical legal issues facing women in relation to the content, structure and culture of the law. The attached chart summarizes the finding of this analysis.

While family issues are shared with other religious and cultural groups, there are special problems in the case of Muslim women. They also provide opportunities for action. Among the issues identified are: divorce procedures; limiting the absolute right of men to divorce; polygamy and right of men to take other wives; division of property at time of divorce; custody of children; maintenance of the wife and/or the children; consent to marriage.

Based on this analysis of the critical problems facing women and the range of responses discussed several specific needs in the area of women's legal strategies were identified. In general, it was agreed that it is critical to develop comprehensive and effective strategies; that it is important to link the law to development; to link the law to empowerment, and to demystify the content as well as the structure of the law.

(2) WLD Regional Network: Initial Outlines

In response to the above problems and needs, the participants of the planning meeting outlined the general parameters for a regional organization/program for Africa. The planning committee proposed the following:

(a) WLD Africa regional focus and purpose will be to promote strategies that link law and development to empower women.

(b) Its major functions will be:

- * Communication and dissemination of information and experiences to the network;
- * Developing a regional information bank on: current laws, landmark cases, current research underway, current legal projects for women, areas of needed reform.
- * Providing training to network groups in women, law, and development content, with emphasis on: leadership training; communication/legal literacy skills; program development (design, proposal writing, funding strategies, etc.)

(c) Membership will be open to women of different professions who are currently working in or developing programs that have a legal component (legal service, legal literacy, law reform, etc.)

(d) The countries of those invited to this meeting but who could not come (i.e., those who have participated in WLD previously) will be included in the activities of the development of the regional WLD program. These include: Mauritius, Lesotho, Swaziland, and Mozambique. The others will be invited to participate at a later date.

(e) Francophone countries, although they have not previously been involved will be explored and invited to participate, so as to promote the unity of the region in this program.

(f) Decisions about venue of the future center will be made later as the program develops during the next year.

3. WLD Country Activities/Workshops (August to October):

In response to the needs of the participating countries and as a way of building the Africa WLD network, a series of activities will take place over the next year. The first of these activities will be workshops on areas of interest to the participating countries, including skill development in how to do legal literacy in an empowering way, how to involve grassroots women in law reform and how to promote self-reliance in legal services. The purpose of these activities are first, to strengthen local or national actions/strategies for women, law and development and secondly, to prepare for a regional conference and the establishment of a regional

network. These activities will be carried out between August and October of 1989.

4. Regional Conference:

The Planning Committee agreed that a regional conference was critical for finalizing the regional network and designing a plan of action. A tentative date for mid-January 1989 was set. Nairobi, Kenya was selected for the venue because of its easy and less costly access to flights. Kampala, Uganda was offered as a second alternative.

Participants set the maximum number of participants at 60 to ensure full participation and adequate representation from the countries involved in the workshops. They agreed that participation must be limited to individuals who have participated in one of the workshops or have been involved with WLD since 1985. With this criteria, the following countries were selected to participate. A number was determined for each country based on the level of the women and law efforts being carried out. The minimum number of representatives was set at 2, and the maximum at 6.

Lesotho - 2	Tanzania - 4
Swaziland - 2	Nigeria - 6
Mauritius - 2*	Uganda - 5
Botswana - 3	Kenya - 5
Mozambique - 2*	Sudan - 5
Zambia - 3	Ghana - 6
Zimbabwe - 6	2 French Speaking Countries - 2 representatives/each

* Countries not represented at the planning meeting but likely to increase their representation.

The remaining five slots were left open to provide flexibility in either expanding the number designated for one of the above countries or including an additional country. Planners also stressed that, if funding were obtained, 1-2 representatives from Latin America and Asia should also be included.

The conference will last four days and include the following components.

- (a) Reports on each workshop and follow-up activities by each country.
Presentation of Plans of Action for each country.

(b) Workshops on:

Legal literacy and education
Legal aid and services
Legal and policy reform

(c) Workshops on how to develop links between law and development and law and empowerment (To cover such issues as access to land and credit and the role of law).

(d) Refining and detailing a regional plan of action and formalizing the establishment of an Africa women, law and development network.

The program activities decided upon at the Planning Meeting will be carried out in collaboration between the OEF/WLD staff and the one or two persons per country designated "country coordinators." They will maintain close communication regarding the country workshops, the development of a more complete proposal on the regional network, and the regional conference.

e. Conclusions

The outcomes of this first Planning Meeting in Africa for WLD activities reaffirm the recommendations reached at the Nairobi WLD Forum in 1985. They highlight the need for the interchange of ideas and analysis in the area of women, law, and development and the value of pursuing the development of a regional network and program in Africa.

As an initial effort toward that goal, this first planning meeting laid the groundwork for further developments with greater input from a wider range of participants. However, during the next year the workshop and conference experiences and other activities taking place at the level of each country will be geared toward strengthening existing efforts and building links between them. Once the regional organization is formed, it will initiate other activities geared toward reaching out to groups who have not yet begun to work on women and law issues but who have the potential to do so.

V. MANAGEMENT: REVIEW AND ANALYSIS OF
HEADQUARTERS / SUPPORT FUNCTIONS

With the incorporation of OEF's Women, Law, and Development program into the Matching Grant in Year II, the program now links all OEF's technical foci and provides a degree of support to OEF's major program countries. The central role of the Match in OEF programming has implications for staff management and coordination; thus, changes in grant management will be adopted for Year III.

Senior Program Director, Jane Watkins, will assume overall responsibility for grant management, a responsibility previously held by Technical Services Director Suzanne Kindervatter. Dr. Kindervatter will continue to oversee the small enterprise development and documentation components of the program, in coordination with regional staff members in Washington and the field; in addition, a Small Enterprise Technical Specialist will be hired in Year III. Institutional development activities are being coordinated by Ms. Watkins and Joanne Burke, hired by OEF in 1988 as Manager of Training Services; both Ms. Watkins and Ms. Burke have advanced degrees in human resource and organizational development. Technical assistance for policy initiatives will be provided by Dr. Margaret Schuler, Director of Women, Law, and Development, by WLD staff or network members, and by staff of OEF's Central American Education for Participation program.

The relationship between headquarters and the field has grown stronger in Year II. A headquarters-field workshop was held in November, which resulted in clearer contractual relationships with partner organizations in Central America and a clearer definition of respective roles in program implementation. In West Africa, a strong program management team is in place in Senegal; the new Program Director, to be hired to replace Peter Parr who left in May for another post, will be a senior level manager with experience in enterprise development.

In Washington, Matching Grant staff work closely with OEF Director of Operations, Bonnie Ricci, on budget monitoring and preparation, and with Director of Financial Development, Nancy Fischer, and Manager of Foundation Relations, Lynn McNair, on raising private match funds.

OEF's Board of Directors also have a critical link to the Matching Grant program. The experience of the Match, in terms of learnings both from program activities and fundraising strategies, has been valuable input to the on-going OEF strategic planning process. Also, the Board continues to expand and solidify its fund-raising efforts. The advisory services of a high-level fund-raising consultant is being provided to OEF in 1989-90 under the auspices of the Mott Foundation, and a range of new and revised strategies for greater individual and donor support is under consideration.

There is also an important connection between OEF's development education work and the Matching Grant. On-going development education programs, sponsored by Biden-Pell and other sources, continue to expand OEF's constituency base. Programmatically, the development education program included Matching Grant activities in its video documentation program supported by a Ford Foundation grant. The purpose of the "video letters" project is to enable women in several US communities and in OEF's program in Senegal to communicate directly through video tapes and to

gain a greater understanding of one another. The first round of video letters was completed in May/June 1989, with training of staff and taping village women in Senegal. The project demonstrates the positive symbiosis between overseas and development education programs.

Both the direct management of the Matching Grant and the Grant's relationship to other OEF activities are operating smoothly. No major problems have been encountered in Year II and are not anticipated for the future.

VI. FINANCIAL REPORT

Along with project and organizational budget information, OEF is submitting the latest SF 272-201 Letter of Credit expense report reflecting LOC activity through March 31, 1989. It is OEF practice to draw down federal funds on a weekly basis; drawdowns reflect expense and field advance activity for all of OEF federally-funded projects. As the SF 272-201 shows, for the 22 month Matching Grant period ending May 31, 1989, OEF incurred Matching Grant expenses in the amount of \$907,004, yielding an average monthly draw down of \$41,227. This monthly average will continue at about the same level in Year III.

For the two year Matching Grant period ending May 31, 1989, OEF raised money from the following sources:

International Fdn.	Senegal
Stern Foundation	Senegal/Central America
Food for All	Senegal
Hewlett Foundation	Senegal
USA for Africa	Senegal
World Bank	Somalia
PEW Foundation	Senegal
Methodist Church	Somalia
FICAH	Honduras
Ford Foundation	Policy/Documentation
Cummins Engine	Documentation
Share our Strength	Senegal
Capital Fund	Senegal
Memton Fund	Somalia
Mazon Foundation	Mali
Ebert Stiftung	WLD Worldwide
Asia Foundation	WLD Worldwide
Ford Foundation	WLD/Africa
Citibank	Honduras/Haiti

As a result of OEF's restricted fundraising efforts targeted to the Matching Grant Program, OEF has secured all but \$101,000 for the two year period ending May 31, 1989. This picture changed immediately in the first month of Year III with the receipt in June 1989 of a \$50,000 grant from the Mott Foundation.

OEF has also "prospected" the Foundations listed in Appendix K. Several seem promising, but most have indicated that international concerns are outside their area of giving.

VII. LESSONS LEARNED AND LONG-TERM PROJECT IMPLICATIONS

As a relatively small development organization dedicated to a large mission--improving the status of women worldwide--OEF views its field activities a "learning laboratories" as well as vehicles for reaching women in a particular setting. OEF believes it has a special responsibility to draw lessons from its work to be shared broadly throughout the development community, and this research and development function officially rests in the organization's Technical Services Unit. The Matching Grant provides valuable resources and incentives for OEF to reflect on and learn from its work.

This section focuses on OEF's experience and insights in Year II of the Matching Grant, related to key areas of concern for the next development decade.

A. Cost-Effectiveness/Benefit Distribution

OEF's comprehensive study of its programs in Central America and Senegal which enable poor women pre-entrepreneurs to start viable businesses has provided important findings for the enterprise development field. First, OEF's experience demonstrates that poor women, except those lacking a "minimal threshold of household support," can be assisted, through an integrated financial and nonfinancial assistance methodology. Second, while the cost of "enterprise formation" is higher than assisting existing enterprises, these costs can be reduced through certain project design features, and decline in a program's third or fourth year.

This research is an important complement to a number of other studies conducted recently by the ILO and World Bank which document the fact that women's earnings are linked to household welfare and children's educational status. While these studies provide justification for assisting poor women in microenterprise development, OEF's work shows that it is possible to assist women at this level.

Thus, the cost-effectiveness issue for assisting poor women must be defined more broadly, not only in terms of the return from business growth but return from the investment in human capital.

In Year III of the Match, OEF is hiring a Senior Small Enterprise Specialist, who will focus on cost-effectiveness issues for particular programs as well as continue to draw out learnings for the enterprise development field in general.

B. Institution-Building/Sustainability

For OEF, effective institutional development is the key to sustainability. Over the past few years, OEF has established new indigenous NGOs in three Central American countries and has continued to work with established groups in Africa.

In Year II of the Match, OEF launched an effort to study its experience, and that of other organizations, to identify successful strategies for institutional development. These efforts are coordinated by two OEF staff members with advanced degrees in organizational development and extensive overseas experience.

With support from PACT, OEF has surveyed about 20 US organizations on their work in institutional development; the analysis of the survey data was the basis for a PVO workshop in Washington in June 1989. In addition, OEF's Manager of Training Services attended the recent Harvard case study workshop and will be writing an institutional development case, for both internal and external application.

In Year III, OEF will consolidate its own institutional development training and extend its research to indigenous NGOs, with anticipated foundation support.

C. Local Participation and Leadership Development

A participatory approach and the development of women leaders is embedded in OEF's development work. These features are reinforced and disseminated chiefly through training programs and materials. OEF publication sales have quadrupled over the past five years, and this year, OEF hired a Manager of Training Services to better standardize training in overseas programs, as well as respond to the increasing number of requests for training from US and Third World organizations.

OEF's forty years of experience affirms the belief that participatory development, and the promotion of local leadership, is good development. OEF's training activities provide concrete tools which enable programmers to put participatory ideals into action.

D. Innovation and Technology Transfer/Replication Potential

As OEF's experience base in enterprise development and policy initiatives has grown, OEF has increasingly recognized the need to document and disseminate its experience more widely. Actions are being taken to expand the scope of the Technical Services unit, which presently produces and publishes training materials, to include: direct training services; workshops and conferences; and publication of technical studies. Each year, specific "themes" will be identified for cross-project learning; these will be studied, documented, and disseminated through written materials and public fora.

E. Policy

With the publication of Hernando De Soto's The Other Path in the U.S., the issue of structural reform, as well as direct program assistance, has gained a more prominent place on the development agenda. OEF has long maintained that an improvement in women's status requires changes at both the micro and macro levels, and OEF has been attempting to make these linkages in its own work. As these efforts are carried out, they can serve as concrete examples of effective strategies for others.

In addition, OEF's Women, Law, and Development program provides a wealth of information on both the processes and content for organizing for policy initiatives. The program has been included in PACT's "expansion of benefits" program, and a case study will be available soon.

F. Collaboration/Networking

In Year II of the Match, OEF carried out its program activities in Mali in collaboration with IVS and Meals for Millions. Since PVO collaboration is often promoted, OEF decided to prepare an analysis of the experience. A consultant spent time in Mali and with the collaborating organizations, and a report will be produced in the near future.

Also, OEF's wide range of collaborative efforts in the field and in a variety of networks continue to enhance Match activities. For example, in Senegal and Central America, OEF works with local technology assistance organizations and with local banks. At another level, OEF's participation in InterActions's North-South Partnership project has been important to its work in institutional development.

Collaboration and networking have been, and will continue to be, vital to OEF's effectiveness as a women in development organization.

VIII. RECOMMENDATIONS

This year, a number of adjustments have been made in the Matching Grant scope of work, which are important to carry through in Year III. These are:

A. Program Design and Objectives: Continue refinements of Central America and Senegal microenterprise development strategies, to promote greater cost-effectiveness.

B. Countries: Eleven countries are included in the Match in Year II, seventeen in Year III with the addition of six Women, Law, and Development countries; management and resource allocation systems need to be clear and efficient.

C. Staffing: Continue ongoing efforts to: expand headquarters and field staff expertise in enterprise development; cross-fertilize experience amongst countries and regions; and promote dialogue amongst enterprise development and policy-related staffs.

D. Institutional Development: Publish findings of insitutional developemnt studies and related training materials.

E. Training: Pilot test training services initiative; develop/create marketing strategies.

F. Evaluation/Computer Data Base: Systematize inputting of data; standardize reporting protocols.

G. Policy: Implement specific activities linking grass roots enterprise development work and policy initiatives, with a focus on Senegal.

Beyond these specific implementation recommendations, there is a broader proposal OEF would like to make to PVC concerning the overall parameters of the Matching Grant program. OEF's program emphasizes local institution-building, which AID's own studies acknowledge takes five to ten years. Within OEF, considerable change has occurred over the course of the Matching Grant, from the hiring of two new senior staff in Year I to the departure of OEF's Executive Director at the outset of Year III.

For the purposes of continuity and program effectiveness, therefore, OEF recommends that AID consider a two year extension to OEF's present program. The content and objectives of the program would essentially remain the same; what would be different in 1993, as compared to 1990, is the level of accomplishment. With two more years of endeavor, major advances in understanding institutional development, in linking grass roots and policy initiatives, and in replicating lower cost/higher gain micro-enterprise development strategies could be achieved.

APPENDIX A

FINANCIAL REPORTS

June 19, 1989

OEF INTERNATIONAL

MG FINANCIAL PROFILE (MG PROJECT)
(June 1, 1987 to May 31, 1989)

<u>PROJECT ELEMENTS</u>	<u>Year I & II BUDGET</u>	<u>Year I & II Estimated AID EXPENSES</u>	<u>Year I & II Estimated OEF EXPENSES</u>	<u>YEAR III</u>	<u>Three YEARS TOTAL</u>
SMALL ENTERPRISE/ TRAINING	\$480,864.00	\$ 23,828.00	\$331,100.00	\$191,418.00	\$546,346.00
INSTITUTION BUILDING	309,546.00	142,696.00	139,725.00	232,035.00	514,456.00
POLICY	243,774.00	7,306.00	168,293.00	173,580.00	349,179.00
EVALUATION & DOCUMENTATION	400,452.00	549,317.00	0.00	211,055.00	760,372.00
INDIRECT COST	516,468.00	262,848.00	226,627.00	291,493.00	780,968.00
EQUIPMENT	50,500.00	14,005.00	32,280.00	3,999.00	50,284.00
EVALUATION				20,000.00	20,000.00
TOTAL	2,001,605.00	1,000,000.00	898,025.00	1,123,580.00	3,021,605.00

<u>SOURCE OF PROJECT FUNDS</u>	<u>YEAR I & II</u>		
AID Matching Grant	1,000,000.00		520,000.00 1,520,000.00
Matching Grant Private	898,025.00		603,580.00 1,501,605.00

APPENDIX A-1

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FINANCIAL PROFILE
OF OEF INTERNATIONAL

<u>PROGRAM COST</u>	<u>FY '89</u>	<u>FY '90</u>
SMALL ENTERPRISE	\$608,358.00	\$500,308.00
TRAINING	543,601.00	640,398.00
POLICY	196,643.00	194,853.00
INSTITUTION BUILDING	478,072.00	770,242.00
DOCUMENTATION & PUBLICATION	332,028.00	264,265.00
DEVELOPMENT EDUCATION	131,780.00	139,309.00
FINANCIAL DEVELOPMENT	183,306.00	152,659.00
PUBLIC INFORMATION	183,306.00	36,192.00
INDIRECT COST	926,747.00	956,256.00
TOTAL	\$3,427,522.00	\$3,654,482.00

FY '89 is based on the revised projection for the year.

FY '90 is the proposed budget.

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Attachment 1. Budget Format for Incremental Funding Request
(Round to Nearest Dollar)

Functional Budget Line Items	PIPELINE ANALYSIS						PROPOSED BUDGET						TOTAL					
	1 Actual Expenditures to Date 6/1/87 - 3/31/89 A to B			2 Projected Expenditures Against Remaining Obligated Funds 4/1/89 - 5/31/89 B to C			3 Total Expenditures of Obligated Funds 6/1/87 to 5/31/89 (Col 1 + Col 2) A to C			4 Next Year's Funding Estimate 6/1/89 - 5/31/90			5 Remaining Years Funding Estimate*			6 Total Agreement Budget (Col 3+4+5)		
	AID	PVO	Total	AID	PVO	Total	AID	PVO	Total	AID	PVO	Total	AID	PVO	Total	AID	PVO	Total
Program Costs	658349	524852	1183201	64133	194252	258385	722482	719106	1441586	363110	365441	728551				1183592	1004545	2170137
Procurement	17136	17017	34153	505	5000	5505	17641	22017	39658	6285	4557	10842				23926	26574	50500
Evaluation	0	0	0	0	0	0	0	0	0	20000	0	20000				20000	0	20000
Indirect Costs	231519	188947	420466	28358	69932	98290	259877	258879	518756	130005	131607	262212				130005	131607	262212
TOTAL	907004	730816	1637820	92996	269184	362180	1000000	1000000	2000000	520000	501645	1021645				1520000	1501605	3021605

Key:

- A - Agreement start date.
- B - Date of latest verifiable expenditures
- C - Date of Recipient's planned final expenditure of obligated funds.

* - Not applicable in final year funding request.

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OEF INTERNATIONAL
List of AID Grants in FY '89

<u>NAME OF PROJECT</u>	<u>GRANT NUMBER</u>	<u>AMOUNT</u>		
WIB AID Central America	LAC-0137-A-00-5043-00	2,000,000.00	Ends FY'89 3 Years	Honduras, Costa Rica, M.S.
New TransCentury	685-0260-A-00-4067-00	567,614.00	Ends FY'90 3 Years	Senegal
Mali PACT Meals for Millions	#192		Ends FY'89	Mali
PEP AID	LAC-0003-A-5103-00	2,533,316	Ends FY'90 3 Years	Panama, Guat., Hond., C.R.
Coop. Agreement Haiti	521-0182-A-00-5061-00	767,000.00	Ends FY'89 3 Years	Haiti
AID Matching Grant	OTR-0287-A-00-7177-00	1,520,000.00	Ends FY'90 3 Years	Sen., Som., Mali, Niger, Gambia, C.R., Hon.
Somalia Baidoa AID	649-0138-G-3-60053	1,468,000.00	Ends FY'90 3 Years	Somalia
WLD Africa	PDC-0086-G-SS-9033-00	46,453.00	Ends FY'89	Africa
Biden Pell	OTR-0230-G-SS-8182-00	186,109.00	Ends FY'90	United States
PACT Impact		4,050.00	Ends FY'89	United States
PACT OD Study	22862	11,300.00	Ends FY'89	United States
PACT WLD Support of Activity		10,000.00	Ends FY'89	Regional Conference
PACT Acorde	CR-012	370,902.00	Ends FY'91	Costa Rica
PACT Collaboration	IDG 12	20,061.00	Ends FY'89	Mali

APPENDIX B
COUNTRY DATA SHEETS

**PVO PROJECT REPORTING INFORMATION
ON AID SUPPORTED PVO PROJECTS**

OMB No. 0417-0630
Expiration Date: 03/31/89

FOR OFFICIAL USE ONLY

PVO Type		Project Number	
Appropriation		Level	
Country Code	Fund Type	Technical Code	
Project Officer	Key 1	Key 2	

PROJECT INFORMATION (PRIMARY)

Name of Organization <u>OEF International</u>		Grant/Contract Number <u>OTR-0287-A-00-7177-00</u>
Start Date (MM/DD/YY) <u>June 1987</u>	End Date (MM/DD/YY) <u>May 1990</u>	AID Project Officer's Name <u>Marguerite Potee</u>

AID OBLIGATION BY AID-FY (\$000)

FY	AMOUNT	FY	AMOUNT
<u>6/87-5/88</u>	<u>\$400,000</u>		
<u>6/88-5/89</u>	<u>\$600,000</u>		
<u>6/89-5/90</u>	<u>\$520,000</u>		
<u>LOP</u>			

Activity Description

This program addresses the issues of hunger, unemployment, and underemployment in Africa and Central America through strengthening women's roles in agriculture and small enterprise activities. The program strategy emphasizes enhancing the capability of indigenous organizations to provide training, implement projects, and affect policy related to low-income women's productivity in agriculture and the informal economic sector. Additional emphasis is placed on documentation of program learnings, in the form of reports, case studies, and technical manuals.

Status

See specific country data sheets.

COUNTRY INFORMATION (SECONDARY)

Country <u>All Countries</u>	Location in Country (Region, District, Village)
PVO Representative's Name	Local Counterpart/Host Country Agency

COUNTRY FUNDING INFORMATION (\$000)

YEAR	1988-89			
AID \$	<u>315,287</u>			
PVC \$	<u>78,375</u>			
INKIND				
LOCAL				
TOTAL				

**PVO PROJECT REPORTING INFORMATION
ON AID SUPPORTED PVO PROJECTS**

OMB No. 0417-0030
Expiration Date: 03/31/89

FOR OFFICIAL USE ONLY

PVO Type	Project Number	
Appropriation	Level	
Country Code	Fund Type	Technical Code
Project Officer	Key 1	Key 2

PROJECT INFORMATION (PRIMARY)

Name of Organization OEF International		Grant/Contract Number OTE-0287-A-00-7177-00
Start Date (MM/DD/YY) June 1987	End Date (MM/DD/YY) May 1990	AID Project Officer's Name Marguerite Poree

AID OBLIGATION BY AID-FY (0000)

FY	AMOUNT	FY	AMOUNT
6/87-5/88	\$400,000		
6/88-5/89	\$600,000		
6/89-5/90	\$520,000		
LOP			

Agency Description

This program addresses the issues of hunger, unemployment, and underemployment in Africa and Central America through strengthening women's roles in agriculture and small enterprise activities. The program strategy emphasizes enhancing the capability of indigenous organizations to provide training, implement projects, and affect policy related to low-income women's productivity in agriculture and the informal economic sector. Additional emphasis is placed on documentation of program learnings, in the form of reports, case studies, and technical manuals.

Status

Activities in Costa Rica included: (1) establishing a new local entity (MAE), writing and negotiating a new program grant with an OEF/MAE partnership - funded by ACORDE, and reorganizing the staff on the departure of the ex-patriate director and closing of the regional office, (2) establishing a legal entity (Fundacion Mujer) for MAE as they become self-sufficient, (3) technical assistance in evaluating and adjusting the program to improve the cost per beneficiary ratio, (4) training the paratechnicians and testing their work in the field, (5) developing and signing a partnership agreement between ODEF and OEF International, and (6) testing and revising the "Management Made Simple" Manual.

COUNTRY INFORMATION (SECONDARY)

Country Costa Rica	Location in Country (Region, District, Village) San José
PVO Representative's Name Patricia Rodriguez	Local Counterpart/Non-Country Agency MAE

COUNTRY FUNDING INFORMATION (0000)

YEAR	1988-89			
AID \$	46,118			
PVC \$	88,480			
IN KIND				
LOCAL				
TOTAL				

**PVO PROJECT REPORTING INFORMATION
ON AID SUPPORTED PVO PROJECTS**

OMB No. 0412-0030
Expiration Date: 03/31/80

FOR OFFICIAL USE ONLY

PVO Type		Project Number	
Appropriation		Level	
Country Code	Fund Type	Technical Code	
Project Officer	Key 1	Key 2	

PROJECT INFORMATION (PRIMARY)

Name of Organization OEF International		Grant/Contract Number OTR-0287-A-00-7177-00
Start Date (MM/DD/YY) June 1987	End Date (MM/DD/YY) May 1990	AID Project Officer's Name Marguerite Potee

AID OBLIGATION BY AID-FY (\$000)

FY	AMOUNT	FY	AMOUNT
6/87-5/88	\$400,000		
6/88-5/89	\$600,000		
6/89-5/90	\$520,000		
LOP			

Activity Description

This program addresses the issues of hunger, unemployment, and underemployment in Africa and Central America through strengthening women's roles in agriculture and small enterprise activities. The program strategy emphasizes enhancing the capability of indigenous organizations to provide training, implement projects, and affect policy related to low-income women's productivity in agriculture and the informal economic sector. Additional emphasis is placed on documentation of program learnings, in the form of reports, case studies, and technical manuals.

Status

Activities in El Salvador include (1) working with OEF de El Salvador on institutional strengthening, especially in the area of proposal preparation and networking to additional resources, (2) training the paratechnicians and testing their work in the field, and (3) technical assistance to the staff for long range and strategic planning.

COUNTRY INFORMATION (SECONDARY)

Country El Salvador	Location in Country (Region, District, Village) San Salvador
PVO Representative's Name Dinorrah de Sanchez	Local Counterpart/Host Country Agency OEF de El Salvador

COUNTRY FUNDING INFORMATION (\$000)

YEAR	1988-89			
AID \$	11,424			
PVO \$	3,604			
INKIND				
LOCAL				
TOTAL				

**PVO PROJECT REPORTING INFORMATION
ON AID SUPPORTED PVO PROJECTS**

OMB No. 0412-0530
Expiration Date: 03/31/89

FOR OFFICIAL USE ONLY

PVO Type	Project Number	
Appropriation	Level	
Country Code	Fund Type	Technical Code
Project Officer	Key 1	Key 2

PROJECT INFORMATION (PRIMARY)

Name of Organization OEF International		Grant/Contract Number OTR-0287-A-00-7177-00
Start Date (MM/DD/YY) June 1987	End Date (MM/DD/YY) May 1990	AID Project Officer's Name Marguerite Potee

AID OBLIGATION BY AID-FY (\$000)

FY	AMOUNT	FY	AMOUNT
6/87-5/88	\$400,000		
6/88-5/89	\$600,000		
6/89-5/90	\$520,000		

LOP

Activity Description

This program addresses the issues of hunger, unemployment, and underemployment in Africa and Central America through strengthening women's roles in agriculture and small enterprise activities. The program strategy emphasizes enhancing the capability of indigenous organizations to provide training, implement projects, and affect policy related to low-income women's productivity in agriculture and the informal economic sector. Additional emphasis is placed on documentation of program learnings, in the form of reports, case studies, and technical manuals.

Status

Activities during Year II focused on the organization of exchange visits between staff of the Gambia Women's Bureau and OEF projects in the Casamance region of Senegal.

COUNTRY INFORMATION (SECONDARY)

Country Gambia	Location in Country (Region, District, Village) Banjul and environs
PVO Representative's Name Patricia Larson	Local Counterpart/Host Country Agency Gambia Women's Bureau

COUNTRY FUNDING INFORMATION (\$000)

YEAR	1988-89			
AID \$	8,372			
PVC \$	4,814			
INKIND				
LOCAL				
TOTAL				

**PVO PROJECT REPORTING INFORMATION
ON AID SUPPORTED PVO PROJECTS**

Credit No: 0417-0530
Expiration Date: 03/31/89

FOR OFFICIAL USE ONLY

PVO Type		Project Number	
Appropriation		Level	
Country Code	Fund Type	Technical Code	
Project Officer	Key 1	Key 2	

PROJECT INFORMATION (PRIMARY)

Name of Organization OEF International		Grant/Contract Number OTR-0287-A-00-7177-00
Start Date (MM/DD/YY) June 1987	End Date (MM/DD/YY) May 1990	AID Project Officer's Name Marguerite Potee

AID OBLIGATION BY AID-FY (\$000)

FY	AMOUNT	FY	AMOUNT
6/87-5/88	\$400,000		
6/88-5/89	\$600,000		
6/89-5/90	\$520,000		
LOP			

Activity Description

This program addresses the issues of hunger, unemployment, and underemployment in Africa and Central America through strengthening women's roles in agriculture and small enterprise activities. The program strategy emphasizes enhancing the capability of indigenous organizations to provide training, implement projects, and affect policy related to low-income women's productivity in agriculture and the informal economic sector. Additional emphasis is placed on documentation of program learnings, in the form of reports, case studies, and technical manuals.

Status

Activities in Haiti were limited to (1) working with CPFO (Centre pour la Promotion des Femmes Ouvrières) on institutional strengthening, especially in the area of proposal preparation and networking to additional resources.

COUNTRY INFORMATION (SECONDARY)

Country Haiti	Location in Country (Region, District, Village) Port-au-Prince
PVO Representative's Name Clotilde Manuel	Local Counterpart/Host Country Agency CPFO

COUNTRY FUNDING INFORMATION (\$000)

YEAR	1988-89			
AID \$	5,000			
PVC \$	10,446			
INKIND				
LOCAL				
TOTAL				

**PVO PROJECT REPORTING INFORMATION
ON AID SUPPORTED PVO PROJECTS**

OMB No. 0412-0030
Expiration Date: 03/31/89

FOR OFFICIAL USE ONLY

PVO Type		Project Number	
Appropriation		Level	
Country Code		Fund Type	Technical Code
Project Officer		Key 1	Key 2

PROJECT INFORMATION (PRIMARY)

Name of Organization		Grant/Contract Number	
OEF International		OTR-0287-A-00-7177-00	
Start Date (MM/DD/YY)	End Date (MM/DD/YY)	AID Project Officer's Name	
June 1987	May 1990	Marguerite Potee	

AID OBLIGATION BY AID-FY (\$000)

FY	AMOUNT	FY	AMOUNT
6/87-5/88	\$400,000		
6/88-5/89	\$600,000		
6/89-5/90	\$520,000		

LOP

Activity Description

This program addresses the issues of hunger, unemployment, and underemployment in Africa and Central America through strengthening women's roles in agriculture and small enterprise activities. The program strategy emphasizes enhancing the capability of indigenous organizations to provide training, implement projects, and affect policy related to low-income women's productivity in agriculture and the informal economic sector. Additional emphasis is placed on documentation of program learnings, in the form of reports, case studies, and technical manuals.

Status

Activities in Honduras focused in Year II on: (1) working with ODEF on institutional strengthening, especially in the area of proposal preparation and networking to additional resources; (2) technical assistance in evaluating and adjusting the program to improve the cost per beneficiary ratio; (3) training the paratechnicians and testing their work in the field; and (4) developing and signing a partnership agreement between ODEF and OEF International.

COUNTRY INFORMATION (SECONDARY)

Country	Location in Country (Region, District, Village)
Honduras	San Pedro Sula
PVO Representative's Name	Local Counterpart/Host Country Agency
Francisca deEscoto	ODEF

COUNTRY FUNDING INFORMATION (\$000)

YEAR	1988-89			
AID \$	12,763			
PVC \$	7,000			
IN KIND				
LOCAL				
TOTAL				

63

**PVO PROJECT REPORTING INFORMATION
ON AID SUPPORTED PVO PROJECTS**

OMB No. 0417-0630
Expiration Date: 03/31/89

FOR OFFICIAL USE ONLY

PVO Type		Project Number	
Appropriation		Level	
Country Code	Fund Type	Technical Code	
Project Officer	Key 1	Key 2	

PROJECT INFORMATION (PRIMARY)

Name of Organization OEF International		Grant/Contract Number OTR-0287-A-00-7177-00
Start Date (MM/DD/YY) June 1987	End Date (MM/DD/YY) May 1990	AID Project Officer's Name Marguerite Potee

AID OBLIGATION BY AID-FY (\$000)

FY	AMOUNT	FY	AMOUNT
6/87-5/88	\$400,000		
6/88-5/89	\$600,000		
6/89-5/90	\$520,000		
LOP			

Activity Description

This program addresses the issues of hunger, unemployment, and underemployment in Africa and Central America through strengthening women's roles in agriculture and small enterprise activities. The program strategy emphasizes enhancing the capability of indigenous organizations to provide training, implement projects, and affect policy related to low-income women's productivity in agriculture and the informal economic sector. Additional emphasis is placed on documentation of program learnings, in the form of reports, case studies, and technical manuals.

Status

Activities carried out in Year II include: 1) program development to assess current activities in Kenya and determine where OEF technical assistance would be most effective; 2) discussions with numerous local organizations on possible project collaboration; 3) in conjunction with the YWCA, the development of a project focusing on institutional development and small enterprise to begin in late 1989.

COUNTRY INFORMATION (SECONDARY)

Country Kenya	Location in Country (Region, District, Village) Nairobi
PVO Representative's Name Patricia Larson	Local Counterpart/Host Country Agency YWCA

COUNTRY FUNDING INFORMATION (\$000)

YEAR	1988-89			
AID \$				
PVO \$	8,000			
IN KIND				
LOCAL				
TOTAL				

64

**PVO PROJECT REPORTING INFORMATION
ON AID SUPPORTED PVO PROJECTS**

OMB No. 0412-0630
Expiration Date: 03/31/89

FOR OFFICIAL USE ONLY

PVO Type	Project Number	
Appropriation	Level	
Country Code	Fund Type	Technical Code
Project Officer	Key 1	Key 2

PROJECT INFORMATION (PRIMARY)

Name of Organization <u>OEF International</u>	Grant/Contract Number <u>OTR-0287-A-00-7177-00</u>
Start Date (MM/DD/YY) <u>June 1987</u>	End Date (MM/DD/YY) <u>May 1990</u>
AID Project Officer's Name <u>Marguerite Potee</u>	

AID OBLIGATION BY AID-FY (\$000)

FY	AMOUNT	FY	AMOUNT
<u>6/87-5/88</u>	<u>\$400,000</u>		
<u>6/88-5/89</u>	<u>\$600,000</u>		
<u>6/89-5/90</u>	<u>\$520,000</u>		
<u>LOP</u>			

Activity Description

This program addresses the issues of hunger, unemployment, and underemployment in Africa and Central America through strengthening women's roles in agriculture and small enterprise activities. The program strategy emphasizes enhancing the capability of indigenous organizations to provide training, implement projects, and affect policy related to low-income women's productivity in agriculture and the informal economic sector. Additional emphasis is placed on documentation of program learnings, in the form of reports, case studies, and technical manuals.

Status

Activities carried out in Year II include: 1) organizational development of Groupe Jeunes, including workshops on project design and the identification of possible funding sources; 2) project planning to refine the design of the project in Dogo; 3) training of trainers in group building and the conducting of feasibility studies; 4) the provision of technical assistance in establishing credit systems by the OEF/Senegal Business Management Coordinator; 5) documentation of the collaboration between OEF and its partners, the Freedom from Hunger Foundation, International Voluntary Services and Groupe Jeunes.

COUNTRY INFORMATION (SECONDARY)

Country <u>Mali</u>	Location in Country (Region, District, Village) <u>Dogo, Sikasso region</u>
PVO Representative's Name <u>Christine MacCallum</u>	Local Counterpart/Host Country Agency <u>Groupe Jeunes</u>

COUNTRY FUNDING INFORMATION (\$000)

YEAR	1988-89			
AID \$	<u>31,456</u>			
PVO \$	<u>12,000</u>			
INKIND				
LOCAL				
TOTAL				

54

**PVO PROJECT REPORTING INFORMATION
ON AID SUPPORTED PVO PROJECTS**

OMB No. 1517-0030
Expiration Date: 03/31/80

FOR OFFICIAL USE ONLY

PVO Type	Project Number	
Appropriation	Level	
Country Code	Fund Type	Technical Code
Project Officer	Key 1	Key 2

PROJECT INFORMATION (PRIMARY)

Name of Organization	Grant/Contract Number	
OEF International	OTR-2287-A-00-7177-00	
Start Date (MM/DD/YY)	End Date (MM/DD/YY)	AID Project Officer's Name
June 1987	May 1990	Marguerite Potee

AID OBLIGATION BY AID-FY (S000)

FY	AMOUNT	FY	AMOUNT
6/87-5/88	\$400,000		
6/88-5/89	\$600,000		
6/89-5/90	\$520,000		
LOP			

Activity Description

This program addresses the issues of hunger, unemployment, and underemployment in Africa and Central America through strengthening women's roles in agriculture and small enterprise activities. The program strategy emphasizes enhancing the capability of indigenous organizations to provide training, implement projects, and affect policy related to low-income women's productivity in agriculture and the informal economic sector. Additional emphasis is placed on documentation of program learnings, in the form of reports, case studies, and technical manuals.

Status

Year II activities focused on the organization of exchange visits between trainers from the Association des Femmes Nigeriennes and OEF staff trainees and trainers from OEF local counterparts in Senegal.

COUNTRY INFORMATION (SECONDARY)

Country	Location in Country (Region, District, Village)
Niger	Niamey
PVO Representative's Name	Local Counterpart/Host Country Agency
Patricia Larson	Association des Femmes Nigeriennes

COUNTRY FUNDING INFORMATION (S000)

YEAR	1988-89			
AID \$	3,200			
PVC \$	8,372			
INKIND				
LOCAL				
TOTAL				

AID YEAR 1988-89

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**PVO PROJECT REPORTING INFORMATION
ON AID SUPPORTED PVO PROJECTS**

OMB No. 0412-0630
Expiration Date: 02/31/89

FOR OFFICIAL USE ONLY

PVO Type	Project Number	
Appropriation	Level	
Country Code	Fund Type	Technical Code
Project Officer	Key 1	Key 2

PROJECT INFORMATION (PRIMARY)

Name of Organization OEF International		Grant/Contract Number OTR-0287-A-00-7177-00
Start Date (MM/DD/YY) June 1987	End Date (MM/DD/YY) May 1990	AID Project Officer's Name Marguerite Potee

AID OBLIGATION BY AID-FY (\$000)

FY	AMOUNT	FY	AMOUNT
6/87-5/88	\$400,000		
6/88-5/89	\$600,000		
6/89-5/90	\$520,000		
LOP			

Activity Description

This program addresses the issues of hunger, unemployment, and underemployment in Africa and Central America through strengthening women's roles in agriculture and small enterprise activities. The program strategy emphasizes enhancing the capability of indigenous organizations to provide training, implement projects, and affect policy related to low-income women's productivity in agriculture and the informal economic sector. Additional emphasis is placed on documentation of program learnings, in the form of reports, case studies, and technical manuals.

Status

Activities carried out in Year II include: 1) refinement of loan disbursement, monitoring and reporting procedures, 2) strengthening relationships with local partners, including the drafting of partner agreements; 3) training of trainers in establishing and managing credit programs; 4) evaluation of small enterprise development activities; 5) conducting a survey of businesses and beneficiaries to enable OEF to better evaluate its small enterprise development methodology and to analyze program results; 6) policy activities, particularly a staff workshop which is being held in Dakar.

COUNTRY INFORMATION (SECONDARY)

Country Senegal	Location in Country (Region, District, Village) Dakar, Casamance, Sine Saloum, Diourbel
PVO Representative's Name Patricia Larson	Local Counterpart/Host Country Agency Federation des Associations Feminines du Maisons Familiales Rurales Senegal CONACAP FONGS

COUNTRY FUNDING INFORMATION (\$000)

YEAR	1988-89			
AID \$	148,011			
PVC \$	305,961			
INKIND				
LOCAL				
TOTAL				

AID FUNDING INFORMATION

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ON AID SUPPORTED PVO PROJECTS**

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Expiration Date: 03/31/80

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Appropriation		Level	
Country Code	Fund Type	Technical Code	
Project Officer	Key 1	Key 2	

PROJECT INFORMATION (PRIMARY)

Name of Organization OEF International		Grant/Contract Number OTR-0287-A-00-7177-00	
Start Date (MM/DD/YY) June 1987	End Date (MM/DD/YY) May 1990	AID Project Officer's Name Marguerite Potee	

AID OBLIGATION BY AID-FY (\$000)

FY	AMOUNT	FY	AMOUNT
6/87-5/88	\$400,000		
6/88-5/89	\$600,000		
6/89-5/90	\$520,000		

LOP

Activity Description

This program addresses the issues of hunger, unemployment, and underemployment in Africa and Central America through strengthening women's roles in agriculture and small enterprise activities. The program strategy emphasizes enhancing the capability of indigenous organizations to provide training, implement projects, and affect policy related to low-income women's productivity in agriculture and the informal economic sector. Additional emphasis is placed on documentation of program learnings, in the form of reports, case studies, and technical manuals.

Status

Activities carried out in Year II include: 1) refinement of project design and implementation plans for the small agricultural enterprise project; 2) training of project staff and members of the local counterpart organization at the national and regional levels in project planning and implementation; 3) technical training for Mogadishu staff on computer operation; 4) research and cultivation of relationships with additional partner organizations in country.

COUNTRY INFORMATION (SECONDARY)

Country Somalia	Location in Country (Region, District, Village) Mogadishu, Baidoa
PVO Representative's Name Frank Page	Local Counterpart/Host Country Agency Somali Women's Democratic Organization Ag Extension and Farm Management Training Project (AFMET)

COUNTRY FUNDING INFORMATION (\$000)

YEAR	1988-89			
AID \$	40,383			
PVC \$	4,934			
INKIND				
LOCAL				
TOTAL				

AID FUNDING (\$000)

**PVO PROJECT REPORTING INFORMATION
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Expiration Date: 03/31/80

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PVO Type		Project Number	
Appropriation		Level	
Country Code	Fund Type	Technical Code	
Project Officer	Key 1	Key 2	

PROJECT INFORMATION (PRIMARY)

Name of Organization OEF International		Grant/Contract Number OTR-0287-A-00-7177-00
Start Date (MM/DD/YY) June 1987	End Date (MM/DD/YY) May 1990	AID Project Officer's Name Marguerite Potee

AID OBLIGATION BY AID-FY (\$000)

FY	AMOUNT	FY	AMOUNT
6/87-5/88	\$400,000		
6/88-5/89	\$600,000		
6/89-5/90	\$520,000		
LOP			

Activity Description

This program addresses the issues of hunger, unemployment, and underemployment in Africa and Central America through strengthening women's roles in agriculture and small enterprise activities. The program strategy emphasizes enhancing the capability of indigenous organizations to provide training, implement projects, and affect policy related to low-income women's productivity in agriculture and the informal economic sector. Additional emphasis is placed on documentation of program learnings, in the form of reports, case studies, and technical manuals.

Status

In Zimbabwe activities include: 1) planning and coordinating a meeting of the Planning Committee to design the process of establishing an African WLD network; 2) establishing a network, and 3) planning for a workshop series in eight African countries.

COUNTRY INFORMATION (SECONDARY)

Country Zimbabwe	Location in Country (Region, District, Village) Harare
PVO Representative's Name Margaret Schuler	Local Counterpart/Host Country Agency

COUNTRY FUNDING INFORMATION (\$000)

YEAR	1988-89			
AIDS				
PVCS	45,000			
INKIND				
LOCAL				
TOTAL				

LOGICAL FRAMEWORK

OEF INTERNATIONAL MATCHING GRANT

(1987-1990)

A-1 GOAL STATEMENT

To improve the socio-economic condition of low-income women and their families in seven countries in Africa and Central America through strengthening women's participation in agriculture and small enterprise development.

B-1 PURPOSE

--To expand the cadre of indigenous field workers skilled in training low income women in technical, financial, and management skills related to agricultural production and small enterprise development.

--To increase the capabilities of key indigenous organizations to plan, implement, and mobilize resources for programs that strengthen women's participation in agricultural production and small enterprise activities.

--To enable indigenous organizations to examine policies related to women's economic productivity and to undertake activities to affect those policies.

--To analyze, document, and disseminate replicable approaches, through evaluations, case studies, and technical materials.

C-1 OUTPUTS

--Training of trainers workshops implemented.

--Institution-building workshops/consultations conducted. Policy seminars held and policy initiative action plans developed. Technical materials developed, tested, and revised.

D-1 INPUTS

--Increased technical staff in regional offices.

--OEF published technical materials for small enterprise development and policy initiatives.

--Increased private funding base.

A-2 MEASUREMENT OF GOAL ACHIEVEMENT

The impact of OEF assistance may be measured by increases in personal income and agricultural productivity and by an improved policy environment isolated to women's participation in economic development.

B-2 END OF PROJECT STATUS

--Enhanced and improved regional programs with good working relationships with indigenous organizations.

--Increased number of agriculturally-isolated enterprises assisted.

--OEF training methods adopted for use by local trainers.

--Improved practices and programs, and increased resource base of indigenous organizations assisted.

--Policy advocacy network established and pursuing specific policy reforms.

--Program approaches and learnings disseminated to other organizations.

C-2 MAGNITUDE OF OUTPUTS

--770 trainers trained in OEF training methods and related technical areas.

--3,600 low-income women trained by the trainers.

--35 organizations assisted in planning, management, and resource mobilization.

--Over 10,000 low-income women assisted by improved programs of the organizations assisted.

--55 members of indigenous organizations assisted in analyzing/policy environments and creating action plans for policy reform.

--Two major publications ready for publication.

(Notes: All figures above are projected on an annual basis.)

D-2 IMPLEMENTATION TARGETS

Budget projections (minimum level):

Year I, \$901,691

Year II, \$907,902

Year III, \$1,067,593

A-3 MEANS OF VERIFICATION

--End-of-program evaluation
--Post program evaluation
--Case studies and process documentation

B-3 MEANS OF VERIFICATION

--Monthly and quarterly monitoring reports
--Annual regional program reviews
--Midpoint and end-of-program evaluations
--Process documentation

C-3 MEANS OF VERIFICATION

--Training program pre/post tests and follow-up questionnaires
--Institution-building consultation report
--Policy seminar reports
--Monthly and quarterly monitoring reports

D-3 MEANS OF VERIFICATION

--OEF financial records
--Annual audit
--Personnel records
--Publications list

A-4 ASSUMPTIONS FOR ACHIEVING TARGET

OEF's strategy for expanding participation in agriculture, small enterprise development, enhancing the capabilities of indigenous organizations and promoting policy reform, is effective.

B-4 ASSUMPTIONS FOR ACHIEVING PURPOSE

--Continuing demand for OEF assistance in training and institutional capabilities in countries.
--Political climate in host countries supportive of policy initiatives.
--Existence of local organizations interested in working with income women and economic development activities.

C-4 ASSUMPTIONS FOR ACHIEVING OUTPUTS

--Inputs available as planned.
--Retention of qualified OEF professional staff
--Continuation of cooperative relationships with indigenous organizations.
--Political stability of host countries.

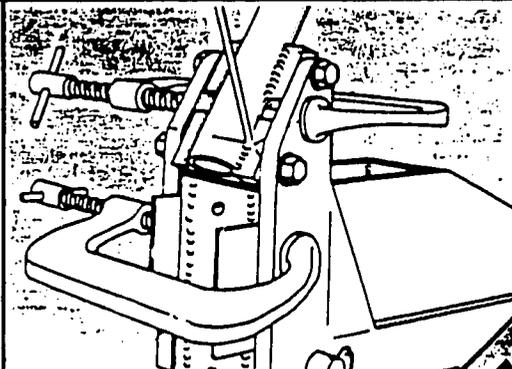
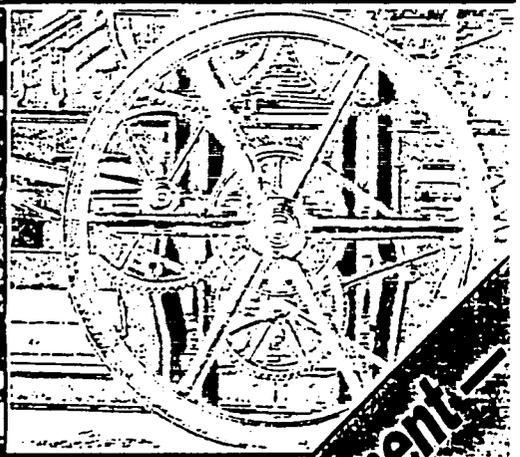
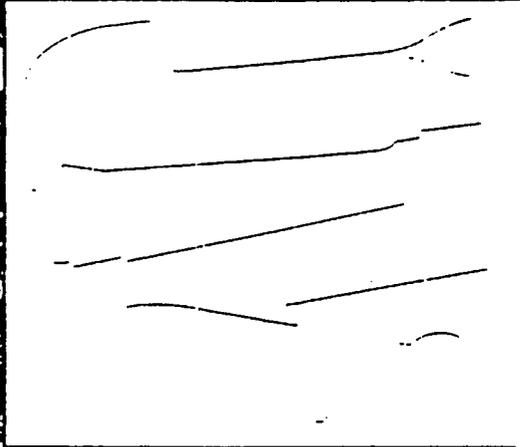
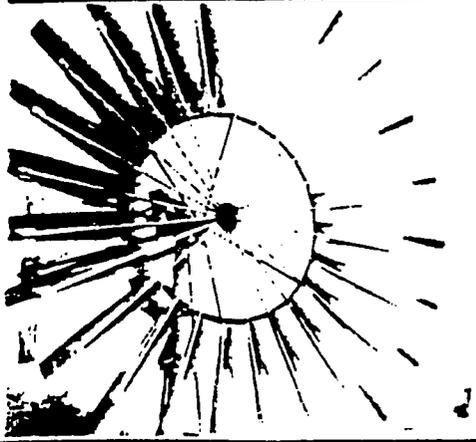
D-4 ASSUMPTIONS FOR PROVIDING

--Availability of support from and private sources.
--Inflation will not significantly reduce the real value of inputs.

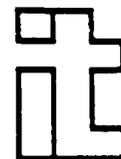
APPROPRIATE TECHNOLOGY

APPENDIX D

VOLUME 15 / NUMBER 4 / MARCH 1989 / QUARTERLY / INTERMEDIATE TECHNOLOGY PUBLICATIONS



Enterprise development
help or hindrance?



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Would you buy pickled onions from this woman? Suzanne Kindervatter	8	Book reviews	31
100 Innovations for development	10	Editor: Clare Tawney Managing Editor: Neal Burton Advertising: Sybil Clark	of £0.50 per article (including postage).
Towards a different Peru — an interview with Fernando Villarán Hugo Salazar de Alcazar	11	Subscriptions: The annual subscription rate (four issues) is £13 to institutions and £11 to all other subscribers. Because of continual increases in air mail postage, all overseas journals are sent by Air-Speeded Post, which takes approximately 10-14 days to most parts of the world. If Air-Speeded Post does not operate in your country, we will send a quote for airmail costs.	Index: Write for a free index of Vols 1-14. Contributions: <i>Appropriate Technology</i> is quarterly and welcomes contributions from its readers. If you have information or a story that you think might interest readers, you should write it down and send it to us. Typescripts should be less than 2,000 words. Photographs and illustrations are very important, and should be black-and-white and captioned.
Foodlines	13	Back issues: £3.25 per issue. Vols 1 No.1, Vol.5 No.3, Vol.8 No.3, Vol.9 No.3, Vol.9 No.4 are out of print but photocopies of articles appearing in these issues can be supplied at a cost	Cover photo: The market at Pisac, Peru. Copyright: Hed Wiesner, ZEFA. © Intermediate Technology Publications Ltd. 1989. ISSN 0305 0920
How Lesotho is tackling soil degradation Michael Stocking	14		
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Can the poorest become entrepreneurs? Andrew J. Jones	23		

How can the informal sector liberate the poor?

THERE ARE FEW WORDS in development jargon that inspire a wider range of reactions and emotions than 'entrepreneur'. The entrepreneur is the motive force behind economic development, the key to prosperity: the entrepreneur is the bloated capitalist exploiting the poor and limiting genuine development. *The Concise Oxford Dictionary* defines entrepreneur as: 'person in effective control of commercial undertaking: one who undertakes a business or enterprise with chance of profit or loss'. *Chambers Dictionary* adds: 'an organizer of musical or other entertainments'. Even the dictionaries can't agree!

The dictionary definition, however, does guide us towards some of the key characteristics of being entrepreneurial, although it misses others. It suggests, for example, that only individuals can be entrepreneurial, and yet it is clear from articles in this issue — and a wealth of other data besides — that groups too can control commercial undertakings or run

businesses with a chance of profit or loss. Being entrepreneurial, therefore, does not mean being individualistic or autocratic, although the two are often confused.

Being entrepreneurial means developing ideas and bringing them to fruition. It means making a surplus from an activity: it does not necessarily mean profit-maximization. It implies an ability to solve problems and to overcome set-backs; a belief in the product or service, a commitment to promote it and to persuade others to buy or use it. In short, it means self-confidence, determination and a willingness to take risks. All things which come to well-off people so much more easily than to the poor. The poorer you are, the greater the lack of self-confidence and the inability to take risks. John Paul Getty claimed in his autobiography *How to be Rich*, that he started with nothing: his father gave him \$16 million at 21 and told him he wouldn't get a penny more. There are billions

Would you buy pickled onions from this woman?

Women traders are often the last to receive either credit or training in marketing. Suzanne Kindervatter describes a training programme evolved with Third World women which has sparked off some unusual marketing ideas.

TRUE OR FALSE? "This is a good marketing message: "Our chickens are so big — one chicken can feed a family of ten"."

The question is part of a marketing game in a training programme that enables illiterate women to gain skills in planning and managing micro-enterprises, a programme entitled "Appropriate business skills for Third World women". The programme, developed by OEF International (formerly the Overseas Education Fund of the League of Women Voters), evolved through extensive experience and field testing in Africa, Asia, and Latin America and has contributed to improved business performance and greater profitability for the majority of women who have participated.

In rural areas, as women increasingly feel the pressure of greater economic responsibility and low compensation, they express a priority need for a steady source

of income. Both internal and external obstacles stand in the way of achieving this goal. Women themselves are handicapped not because of inherent deficiencies, but because of the lack of opportunities for learning the technical and functional skills needed for a viable business. Externally, policies prevent women from gaining access to vital resources, including credit and land.

Recent thinking about micro-enterprise development has tended to focus on credit as the most important, or even the only important, service for entrepreneurs. Training also has an important role to play, particularly for rural women involved in some form of production, rather than petty trade. For these women, training expands their ability for making business decisions and solving problems. The potential for training to affect marketing practices is especially dramatic.

The challenge of marketing

In Sri Lanka, from 1979-81, 2,000 village women were trained through the national Women's Bureau to start income

generating activities. A few years later, many of these women were encountering difficulties in making their activities more systematic and in marketing.

For example, one group had formed a co-operative to produce and sell coconuts, fibre rope and mats. They had learned to produce good quality items, but had not thought through the best way to get the products to their customers. How would they package their products? Should they use a middleman or sell their products themselves? How could they transport their rope and mats to the place of sale? What would convince customers to buy their rope and mats rather than another brand?

These challenges are common to micro-entrepreneurs throughout the Third World. In some cases, macro-level interventions are needed to establish better links between rural and urban areas or to create more favourable price structures. But many of these challenges can be tackled by the micro-entrepreneurs, working on their own or together.

The "Appropriate business skills" training programme is based on the premise that the locus of control for business decisions should be with the micro-



Drying fish for the market in Senegal.

entrepreneur and that control over decisions, from the very outset, results in a more sustainable business. The training, which is based on a set of three easy-to-use manuals, is combined with credit and technical assistance to promote more effective marketing, as well as more efficient business operation.

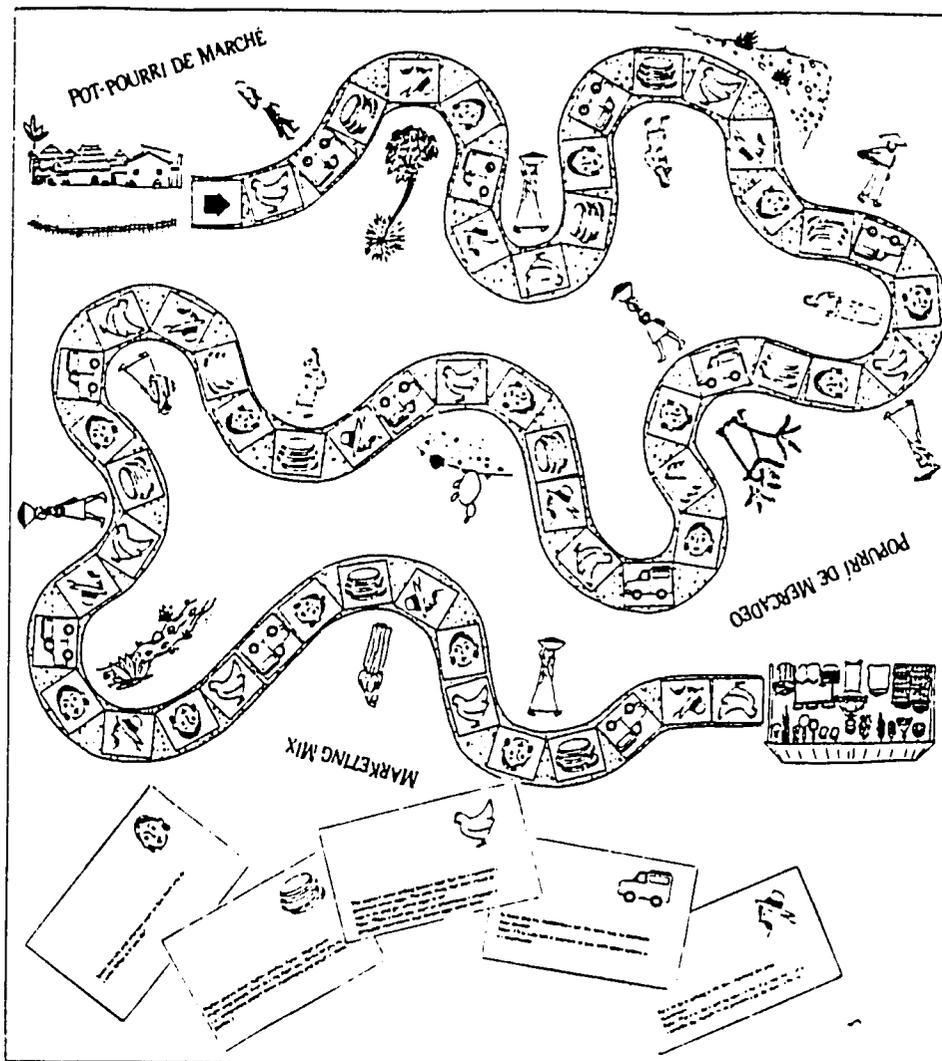
In the programme, women are first organized as a group with both a short- and long-term objective in mind. Initially, the group is the forum for the participatory training activities; later, the women may decide to use the group for mutual benefit, including collective marketing (such as a marketing fair or co-operative transportation) or advocacy. The training begins with 'Doing a feasibility study', which enables women to plan a new business or review their existing business. Business selection is actually the fundamental challenge of marketing: identifying a product or service that people want, that is possible for the women to do, and that is likely to be profitable. If this choice is made on the basis of good information and analysis, a business has the potential for success.

As a result of the feasibility study training, some women typically decide to work as individual entrepreneurs, while others form group enterprises. The women prepare business plans, which are the basis for credit applications. In most cases where training is used, local institutions establish credit programmes through local banks or in the form of community revolving loan funds. After credit is received and a business is in operation, more intensive training in marketing strategy and record-keeping ('Management made simple') is introduced. Concurrent with the training sequence, assistance in new or improved technologies is also provided. Though a concern with effective marketing is woven throughout this process, the marketing strategy training directly enables women to increase sales and profitability through a number of marketing methods.

Creating a marketing strategy

Experience has shown that micro-entrepreneurs tend to view marketing only in terms of selling. The marketing strategy training enables them to gain a broader understanding of the functions of marketing and to develop a simple marketing plan. The training is geared to the learning style of women who cannot read or write and it takes about 17 hours to complete. It begins with a board game that promotes a lively and intense involvement in the topic.

The game is based on four symbols, representing four components of marketing: product or service — a chicken; pricing — coins; distribution — a truck; and promotion — a chicken with a hat. For each of these, there are 20 'true/false' questions, that are put on cards which players pick when they land on one of the symbols. The questions cover a range of very basic marketing 'rules' and concepts. There are also 'problem cards' (represented by a woman's puzzled face) that each present an open-ended business



The marketing-mix board game.

problem for the group to discuss.

The activities following the game utilize role playing, stories, business visits, short case studies, and pictures to help the micro-entrepreneurs assess their existing marketing practices and consider alternatives. The training culminates in a plan that combines a mix of changes in the quality of the product, pricing structure, distribution mechanisms, and promotional techniques. A system for follow-up meetings is also included to enable the women to support each other in adopting new practices and in monitoring how well they work.

Small change, significant gain

To outside observers, the new marketing practices adopted by micro-entrepreneurs may seem obvious or less than noteworthy. However, for the women these changes represent new options, where they previously thought no choice existed.

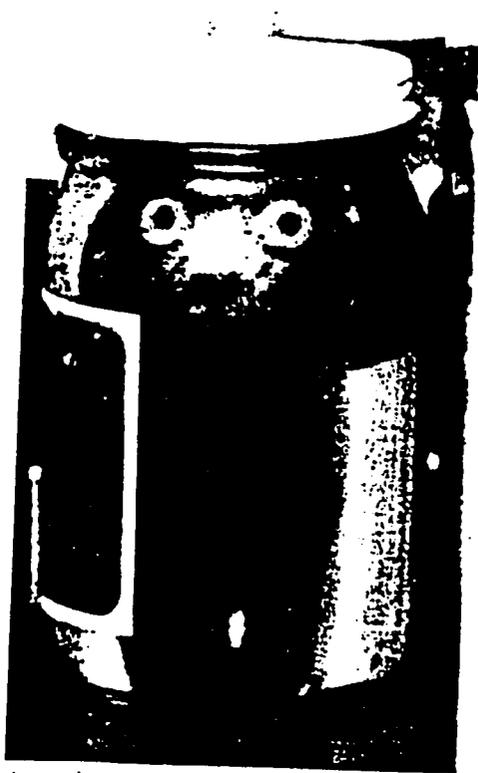
Alternative distribution systems are often a priority focus. In El Salvador, Flora sold her home-made sweets through a street vendor or 'middleman'. The vendor paid her a few cents for each sweet, then sold it for twice that amount. Flora considered how much it would cost her in time and resources to sell the sweets herself. She subsequently

set up a small stand and now her income is almost double what it was before.

Dorila, in Costa Rica, had to change the way she marketed her eggs, when a new highway diverted customers from her roadside stand. First, she examined whether to continue selling on a per-egg basis or in bulk. She calculated that she would earn more by selling by the kilo if she could increase her production. This required the help and support of members of the family, particularly her husband Dagoberto. Dagoberto had initially been opposed to her business activity, but had seen how her income had benefited the family. So he and Dorila bought more chickens and improved their care. Today, they are business partners and both work on a full-time basis. Dagoberto has concentrated on finding new customers in nearby communities and Dorila focuses on production. They have acquired so many customers that they have to buy additional eggs to meet the demand. Dorila and Dagoberto are both over sixty. They were being supported by their children but are now self-sufficient.

Pricing and promotion

Pricing is also a key factor in many marketing plans. A group of women in the Sine Saloum



A novel promotional play.

region of Senegal started a sheep-fattening enterprise. Animals were purchased, given special feed, and then sold for meat. In looking at the price they charged for the fattened sheep, the women realized two things. First, they had not included all the costs involved in caring for the sheep in the

sales price, so they were not making a profit. Also, they kept their price constant throughout the year. They did not look at what other sellers were charging or whether customers were willing to pay higher prices at certain times of the year, particularly around holidays.

The women decided to adopt a more careful 'cost-plus' pricing system and they monitored fluctuating rates during the year. Sales have continued to be high, and the women now make a profit. Because of this group's success, other women in the community also started sheep-fattening. However, there was not enough demand to absorb the extra number of sheep in the market. The second group of women is presently considering two marketing alternatives: identifying a new product or service, or finding a market for sheep outside the immediate community and a way to get the sheep to that market for a reasonable cost.

'Promotion' usually brings to mind big advertising campaigns, but for micro-entrepreneurs, it often means finding simple ways to make their product more identifiable or unique and to let potential buyers know about it. Sujatha, in Sri Lanka, was producing lace. Her sales increased when she gave her lace a name, making it stand out from similar lace produced by other women in her community.

New packaging also can be a way to attract customers. A group of Honduran women were considering ways to increase the sales of their preserved vegetables. They finally settled on an unusual packaging idea. They cut the vegetables in the shapes of faces

and figures, which showed through the glass containers. The idea worked!

Micro-entrepreneurs must be resourceful to survive. The anecdotes it recounted show how creatively they apply new information and tools for analysis. Marketing training helps women make informed decisions about their business by expanding their repertoire of knowledge and problem-solving capabilities. For example, they would know that the answer to the question at the beginning of this article is 'true', because that message makes customers see how the product benefits them in a direct, personal way. Did you get right? ●

Suzanne Kindervatter holds an Ed.D. in adult education from the University of Massachusetts and is the Director of Technical Services with OEF International, 1815 H Street, NW, 11th Floor, Washington DC, 20006, USA. The author is also the Chair of the Small Enterprise Education and Promotion (SEEP) Network, a consortium of 28 US-based NGOs involved in enterprise development.

Note

Marketing strategies: training activities to entrepreneurs by Suzanne Kindervatter with Maggie Range. OEF International, 96pp. £9.95 and Feasibility studies: training activities in guidelines to determine if a business is a good idea. OEF International, 96pp. £11.50 are both available from the IT Bookshop.

100 Innovations for Development

- selected from nominations for the International Inventors' Awards

Green Biomass Fuel Densification

A system consisting of several simple machines, for the densification of fresh green weeds into a green fuel suitable for, e.g., a household cooking stove.

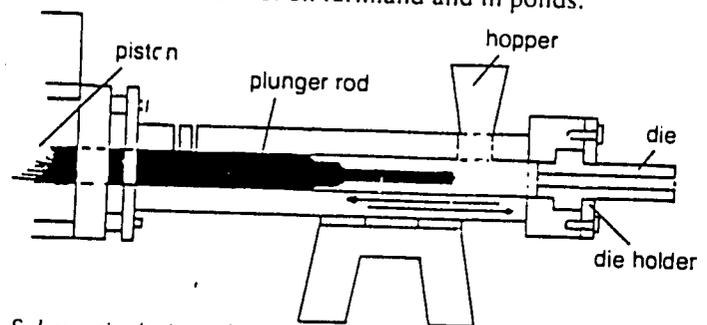
The main components of this invention are:

- A weed chopper.
- An extruder.
- An open-air solar dryer.

They are simple, small and portable. The raw material has included fresh land weeds of many kinds and also the roots from water hyacinths when the leaves have been used as cattle feed. The chopper has two (or four) rotating blades and is suitable for weeds with a moisture contents of about 80 per cent. It is provided with a 2Hp motor and can chop 150-180 kg of material per hour. The densifier is a form of extruder. It consists of a screw and a die and produces about 60 kg per hour of wet fuel in the form of round log-like pieces. It requires an electrical motor of 2Hp. The solar drier consists of bottoms of sheet metal and covers of LDP plastic sheets and it functions properly only on sunny days. It usually takes three days to

reduce the moisture to 5 per cent which is suitable for trouble-free storage and combustion.

This system upgrades waste to fuel but also offers an incentive for better weed control on farmland and in ponds.



Schematic design of the extruder.

For further information contact: Mr Watna Stienswat, Department of Horticulture, Faculty of Agriculture, Kasetsart University, Bangkok, THAILAND.

The International Inventors' Awards, were supported by the Salén Foundation and the Swedish International Development Agency, (SIDA). As well as awarding prizes for a few of the nominations it was decided to publish the

100 best innovations so as to make them known to a wider audience. Our Hundred Innovations for Development, edited by Gillis Een and Sten Joste, is published by IT Publications, 103-105 Southampton Row, London WC1B 4HH.

15'

Prepared for SEEP Workshop on Technical Assistance and Training, October 13, 1988.

FROM EFFECTIVENESS TO EFFICIENCY: THE CHALLENGE OF SCALE IN ASSISTING RURAL WOMEN PRE-ENTREPRENEURS

By Suzanne Kindervatter
OEF Director of Technical Services

I. OVERVIEW

In rural areas of Central America, women's increasing economic responsibilities and low compensation necessitate an increased focus on women's economic activities, as a means to contribute to basic family needs as well as overall rural productivity. Since 1984, OEF has carried out a regional program to enable poor rural women to develop micro or small enterprises in Costa Rica, El Salvador, and Honduras. The program has been funded by a mix of AID/Washington, AID/Mission, and private funds.

This year OEF commissioned an extensive review of its Central American program, which included: a study of reports and evaluations of five individual projects; interviews with staff in the field, OEF headquarters, and local organizations familiar with the program; and survey research of 240 enterprises involving 325 women. The learnings from this effort have been incredibly rich, and OEF International is presently translating findings into a revised program strategy.

Overall, the review demonstrates that OEF's small enterprise development methodology is effective for assisting most poor women to expand rural-based productive or service activities into viable enterprises, except for those with exceptionally dire situations.¹ At the same time, the review emphasizes that OEF is not efficient; costs are too high and the number of clients too low.

Is assisting rural women pre-entrepreneurs simply too expensive, or can such a program be cost-competitive with others that target less marginal populations and existing enterprises? This paper focuses on that issue.

1 See Section III/A for discussion of this population.

II. CHEESE, PIGS, AND BAKERIES: THE CENTRAL AMERICAN PROGRAM IN BRIEF

A. Program Objectives

OEF's goal is the empowerment of women, and its enterprise development program is viewed as a necessary but not sufficient means to that end. Therefore, OEF's program is characterized by the following:

OEF's Program Objectives and Methodological Features²

1. **To assist poor rural women who are currently economically marginal:**
 - Emphasis on training and skills transfer.
 - Participatory methods which build self-confidence, decision-making capacity and basic business skills.
 - Feasibility study and investment plan development serve as a focal point for learning by doing within the training format.
2. **To enhance women's income levels through entrepreneurship:**
 - Technology up-grade to increase the profitability of existing women's businesses.
 - Credit is made available for fixed capital and working capital, start-up and existing businesses.
3. **To increase women's economic opportunities:**
 - Where women had previous skills without operating a business OEF engages in business start-up assistance.
 - Where few economic opportunities exist, OEF helps to develop technical packages for viable enterprises.
 - Women are encouraged to pursue non-traditional activities which add value to the local economy.
4. **To increase women's access to institutions:**
 - Credit is provided in coordination with local banks.
 - Technical support is coordinated with other existing sources of technical assistance.

2 Berenbach, Shari, "Assisting Women Entrepreneurs Among Central America's Rural Poor: OEF/International's Small Enterprise Development Experience in Central America," May 1988, p. 24.

B. Clients

In the three program countries, OEF has assisted about 600 rural women. The survey identified these profiles:

<u>Profile of Women Assisted</u>	<u>Profile of Businesses Assisted</u>
Age: 14-64	47% Food Transformation
25% Heads of households	25% Small-scale livestock
14% Illiterate	13% Agriculture
28% Lack basic numeracy	15% Artisan or commerce
79% Never previously received credit	

Also, according to the study (Berenbach, p.22):

A significant finding from the OEF experience is that poor rural women can successfully engage in micro-enterprises. An underlying assumption of the AID-funded PISCES Phase I, PISCES Phase II, and ARIES studies has been that the most appropriate type of program for the very poor are community development and/or group production activities. Ironically, such activities generate very little income for the very people who need this income most. The OEF experience does indicate that there is a minimum threshold of household resources necessary for the success of micro-enterprise activities. However, that threshold is much lower than many would have anticipated.

C. Small Enterprise Development Methodology

OEF International's enterprise development methodology has evolved during its years of implementation. Initially, the focus was on group enterprises using loan guarantees. More recently, OEF has expanded its approach to include individual microenterprises and revolving loan funds. Differences at each program site are developing in response to the specific economic and institutional environment and the varying performance of clients. Despite these variations, a core methodology has emerged through field experience which is grounded in four key components: Organization, Training, Credit, and Technical Support.

Integrated Financial and Nonfinancial Assistance

- **1. Organization**
Women are formed into groups for training and mutual support. Camaraderie and an increased sense of personal efficacy are developed around training activities that cover group building, goal setting, resource mobilizing, and problem-solving. In some cases, the groups later serve as a valuable contributor to the women's businesses, in terms of collective marketing or advocacy.
- **2. Training in Business Skills**
OEF places strong emphasis on women being business decision-makers, as a means to foster capabilities in analysis, planning, and management. OEF's "Appropriate Business Skills" training, based on three manuals with participatory activities includes:

- a. *Doing a Feasibility Study* - 7 steps: 1. why do a feasibility study; 2. choose a product or service to sell; 3. find out if people will buy it; 4. determine how the business will operate; 5. calculate business expenses; 6. estimate sales income; and 7. decide if this business is a good idea.
- b. *Marketing Strategy: Training Activities for Entrepreneurs* - Explores product, price, distribution, promotion and packaging; and enables women to develop marketing plans.
- c. *Management Made Simple* - Includes business structure and organization, the "how-to" of financial and nonfinancial record-keeping, and business planning.
- **3. Credit**
OEF works in partnership with local commercial banks, thus opening bank doors to women previously excluded from commercial lending. OEF trains women to understand the advantages and responsibilities of credit and the need to balance credit requests with realistic repayment terms. OEF and partner banks have joint loan committees to process applications; banks disburse the loans. The three forms of OEF-bank partnership are: bank administration of a revolving loan fund; bank guarantee (in which bank exposure increases over time); and bank referrals (in sites where banks loan to small borrowers).
- **4. Technical Support**
Assistance in up-grading technologies begins during the business skills training. Since OEF clients are either expanding a marginal economic activity or developing a new enterprise, the introduction of new technologies is usually vital to business performance. In some cases, OEF staff or contractors are responsible for technical extension, and in others, OEF serves as a broker with local technical assistance agencies.

OEF's methodology has grown in response to the needs of rural women pre-entrepreneurs and provides a mix of services that enables businesses to start and to grow. The next section examines the extent to which the methodology has been effective in the Central American context.

III. PROGRAM EFFECTIVENESS

A. Business Viability and Sustainability

In the survey conducted as part of OEF's program review, 77% of the women who participated in OEF's initial business skills training currently operate viable enterprises, the majority of which are new and started as a result of OEF's assistance. 55% have operated for two years or less and thus are in the early phases of business formation. Business performance has varied significantly amongst the three countries, as a factor of: different levels of poverty; the exact mix of services provided, particularly credit; the number of years of enterprise operation; the performance of project staff; the client selection process; and structural barriers.

These differences were particularly marked in the attrition rates amongst countries following the initial business skills training: 39% in Honduras, 17% in Costa Rica, and 3% in El Salvador. The high rate in Honduras is related to the need for a "minimum threshold of household resources necessary for the success of micro-enterprise activities" noted earlier in this paper (see Section II/B). In Honduras, OEF works in the northeast in an area of extreme poverty and a relatively undynamic rural economy. A significant portion of women

who attended OEF's initial training lacked the needed physical and psychological supports for enterprise development. These were women with the fewest skills, poorest asset base, no land, greatest number of children dependents, and lack of family support, whose demands on time and resources were already stretched to the maximum. In contrast, the Costa Rica program benefitted from its proximity to the nation's capital, a relatively more educated beneficiary population, and a more dynamic economic environment. And in El Salvador, despite operating in zones affected by the protracted conflict, the program included a smaller number of enterprise start-ups, had a higher percentage of businesses in operation over five years, and had a higher percentage receiving credit.

B. Economic, Social, and Institutional Gains

The study of OEF's Central America program looked at a flow of benefits depicted in Attachment A. Though differences among sites were significant in some cases, the chart below presents the aggregated benefits for the businesses in operation:

Program Benefits

Business and Economic Indicators

Improved Management Practice:

80% know how to calculate costs

72% base their pricing on costs

60% adopted new marketing strategies

Business Performance:

88% generate a profit

68% have increased sales

45% have increased sales by 100% or more

Economic Impact:

67% have doubled their assets

91% some increase in assets

75% employ family members

28% employ paid workers

41% reinvested earnings

Social Benefits

Beneficiary and Family Impact:

88% now participate in major household decisions

88% of households increased their incomes

82% of women spend their income on food

57% of women spend their income on clothing

35% of women spend their income on home improvements

50% of women spend their income on better education opportunities

While it is not impossible to quantify institutional benefits, OEF has influenced local institutions--particularly banks and technical support organizations--and has assisted the formation of local affiliates. These broader institutional effects represent indirect benefits that will extend beyond the life of OEF's program.

IV. COST

On a cost per participant basis, OEF costs have been high. Examining several individual projects, the costs were: Women in Business Project/Honduras and Costa Rica--\$4,070; Displaced Women Project/El Salvador--\$4,601; and Pig Project/Honduras--\$6,603. When isolating field-based recurrent operating expenses, costs for the Women in Business Project were \$1,164 per client.

Generally, costs have been high due to OEF's investment in the development of its enterprise development methodology, as well as direct field implementation. Principal factors have included: costs associated with developing methodologies, field testing training materials, supporting local institution building; Washington based management and oversight costs; a field staffing pattern which included a disproportionate share of senior personnel; and, the incorporation of some non-essential program features into OEF's small enterprise programs.

In a follow-on project in Costa Rica that builds upon OEF's now "installed capability" and alters particular operating and management structures, cost per participant will be about \$530. This compares favorably with other programs. For example, ADAPTE, a Cost Rican organization affiliated with the international PVO IIDI, provides credit, training, and technical assistance for \$809 per client (Berenbach, p. 60). While other programs operate for less, OEF's focus on rural women and business start-ups justifies a somewhat higher cost structure, though not as high as in the past.

V. UPGRADING EFFECTIVENESS AND EFFICIENCY

The chart in Attachment B adapts David Korten's program development framework to the field of small enterprise development. In addition to Korten's "3 E's"--Effectiveness, Efficiency, and Expansion--"Exploration" has been added as an initial stage in which an organization grapples with why it is becoming involved in enterprise development and what its niche in the field will be.

Examining OEF's experience, the exploration phase occurred over an extended period in the late seventies/early eighties, since this represented a major transition for the organization. In its work over the past five years in Central America as well as other parts of the world, OEF has achieved general effectiveness in its enterprise development program. However, outcomes need to become more consistent and profit margins higher. And, in terms of efficiency, OEF needs to reach more clients for a lower cost.

OEF is presently modifying its program in Central America to make the critical transition from effectiveness to efficiency. These are the major areas in which adjustments are being made:

1. Staffing: Fewer senior personnel on-site, a better extension capability with clearer accountability for client performance; "barefoot accountants" to serve as local resources for women assisted; on-line computerized enterprise monitoring system.

2. Client Selection: A more balanced portfolio of "high risk" and "less high risk" women, with a clearer determination of the "minimal threshold of household support" needed for successful enterprise development; pilot activities for women who do not meet this requirement; greater geographic concentration.

3. Businesses Assisted: Greater mix of new and existing businesses; focus on a more limited range of business sectors which show economic promise and development of top-to-bottom "tech-paks" for these sectors; more careful policy analysis to identify obstacles, such as lack of rights to land ownership, which stymie business development.

4. Training: Shorter front-end training, prior to obtaining credit.

5. Individuals and Groups: More careful assessment of economic return to each woman in a group enterprise; support of individual businesses, and promotion of groups for procurement, marketing, and advocacy

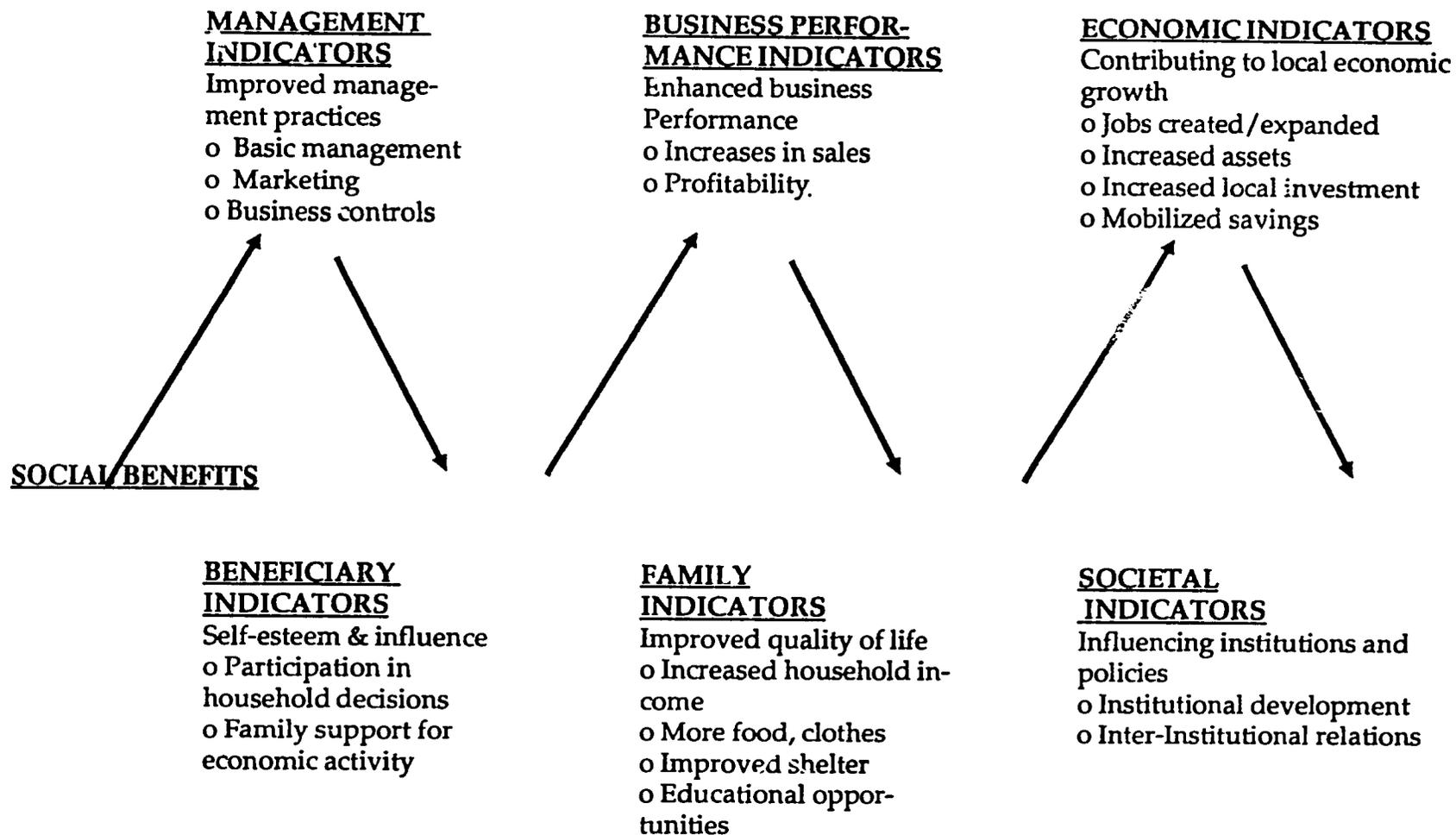
6. Credit: Increase in percentage of clients utilizing credit; better screening of borrowers, with a "debt capacity worksheet"; decrease in size of average loan, with shorter repayment period.

7. Expanded Local Funding Base: Selling training services; increasing the capabilities of affiliates in resource mobilization; charging clients fees for services.

By implementing changes in these areas, OEF believes that poor rural women can be enabled to start or expand businesses and at a reasonable cost.

THE OEF CENTRAL AMERICAN SMALL ENTERPRISE DEVELOPMENT FRAMEWORK

BUSINESS/ECONOMIC BENEFITS



SOURCE: Berenbach, Shari, "Assisting Women Entrepreneurs Among Central America's Rural Poor: OEF/International's Small Enterprise Development Experience in Central America," May 1983, p. 35.

Program Evolution: Adaptation to Korten's 3-E Model

**Stage 1
Exploration**

Define goals, objectives, and means.

VALUE FOCUS

Examine goals in relation to participant perceived needs.
Clarifying objectives and means for realizing these.
Trial and error, choices, ambivalence.
Community Development/Income Generation.
Assessing skill needs, capital needs, data needs for project success.

'Sifting through...until you are clear about what you are trying to do.'

**Stage 2
Effectiveness**

Figuring out how to do it.

METHODS FOCUS

Appropriate mix of TA/Credit/Training.
Client Selection.
Group/Individual.
Rural/Urban.
Direct or indirect credit.
Basic operating procedures.

'Testing until you define a methodology which works.'

**Stage 3
Efficiency**

Getting regular results while reaching a reasonable scale of operations.

MANAGEMENT FOCUS

Staff training.
Monitoring Systems.
Client/agent ratios.
Management Information Systems.
Refining policies and admin. systems.
Packaging training materials.

'Refining and establishing an efficient system which can be used by others.'

**Stage 4
Expansion**

Getting others to do it.

INTER-INSTITUTIONAL FOCUS

Strengthening local NGOs.
Sustainability.
PVO/NGO relations.
Wholesale and secondary credit markets.
Dissemination to secondary cities.
Training of Trainers.

'Accomplishing broader inter-institutional impact.'

ATTACHMENT B

*SOURCE: Berenbach, Shari, "Assisting Women Entrepreneurs Among Central America's Rural Poor: OEF/International's Small Enterprise Development Experience in Central America," May, 1988, p. 67.

54

Willie Campbell
President
Elise Fiber Smith
Executive Director



For 40 Years. Helping Women Help Themselves

March 24, 1989

Marguerite Potee
Project Officer
Agency for International Development
Room 345
1400 Wilson Blvd.
Rosslyn, VA 22209

Dear Marguerite,

Enclosed are the materials requested by Karen Poe in our March 21 telephone conversation, which you require for the processing of Year III funding for OEF's Matching Grant (Agreement No. OTR-0287-A-00-7177-00).

The materials include:

- 1.) A full description of OEF's Women, Law, and Development (WLD) program and the scope of work for WLD Matching Grant activities for Years II and III.
- 2.) The Year II revised budget, which includes the addition of WLD activities in Costa Rica and Zimbabwe; country data sheets are also attached for these two countries to reflect the addition of WLD activities.
- 3.) Country Data Sheets for Year III, which contain revised budget figures and the addition of Women, Law, and Development activities in Costa Rica, Ecuador, Peru, Botswana, Lesotho, Swaziland, Zimbabwe, and the Philippines.

Please do not hesitate to contact me directly if you have questions on any of this information.

Yours truly,

Suzanne Kindervatter
Director, Technical Services

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Willie Campbell
President
Elise Fiber Smith
Executive Director



For 40 Years, Helping Women Help Themselves
MARCH 1989

OEF INTERNATIONAL

MATCHING GRANT
(1987-1990)

Cooperative Agreement: OTR-0257-A-00-7177-00

Addition of Women, Law, and Development Activities
to the Matching Grant Program

I. SUMMARY

On January 10, 1989, PVC and OEF International staff met to review OEF's Matching Grant program. During the meeting, the addition of OEF's Women, Law, and Development (WLD) program to the Match was discussed and agreed to in principle.

This paper presents the full details of including WLD as part of the Match program and contains: the rationale for adding Women, Law, and Development to the Match; a description of the overall WLD program from 1983 through 1991; and the scope of work for WLD activities under the Match in Years II and III. Revised budgets and country data sheets which reflect the addition of the Match are also appended.

II. RATIONALE

One of the four stated purposes of OEF's Matching Grant program is:

To enable indigenous organizations to examine policies related to women's economic productivity and to undertake activities to affect those policies.

In the original conceptualization of the Matching Grant, policy initiatives were envisioned in only those countries in which OEF was also carrying out small enterprise development activities. In practice, this concept has limited the cross-fertilization between OEF's enterprise development program and its ongoing Women, Law, and Development program. WLD began in 1983 as a strategy for promoting women's rights throughout the Third World. Since then, WLD has developed a network of resource people with extensive experience in legal reform, proven workshop models and training materials, and experience in specific policy initiatives that are worthy of documentation. The inclusion of WLD activities in the Match will foster greater integration of economic development and legal reform, as well as enhance the WLD program

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With the inclusion of WLD, seven new countries are added to the Match: Ecuador, Peru, Botswana, Lesotho, Swaziland, Zimbabwe, and the Philippines. These are "secondary" Match countries, in which activities will include only workshops, meetings, or short-term consultancies. Costa Rica, a current Match country, will also have WLD activities in Years II and III.

III. WOMEN, LAW, AND DEVELOPMENT: PROGRAM HISTORY

In 1983 OEF International committed itself to a long-term program of support for the growing number of groups working independently throughout the Third World to promote women's rights. OEF's Women, Law and Development Program serves as a vehicle for collaboration and assists these groups to identify women's legal constraints, and develop empowering strategies for confronting them. Recognizing the link between law and development, OEF/WLD is dedicated to forging a common understanding of the role of law in determining women's participation in development-- an understanding that provides a bridge between legal expertise and women's daily experience with the law.

Since 1983 the WLD Program has been engaged in a series of projects designed to fulfill these goals. These include:

A. Organization of the Third World Forum on Women, Law and Development at Nairobi, Kenya, in July, 1985. This Forum gathered hundreds of women to share their strategies for promoting women's rights and clarify the role of law in shaping women's participation in development. Forum participants committed themselves to the consolidation of a global network at the regional level by establishing autonomous WLD organizations in Asia, Latin America and Africa.

B. Formation of the Asia Pacific Forum on Women, Law and Development in December, 1986. OEF/WLD assisted in the planning of the Asia network's first regional assembly held in Manila in December, 1986 and has provided ongoing support for APWLD in planning and organizational development. APWLD gained official legal status in January, 1987 and held a second regional meeting in Kuala Lumpur, Malaysia in December, 1988.

C. Formation of the Latin American Committee for the Defense of Women's Rights (CLADEM) in July, 1987. OEF/WLD is assisting in the consolidation of the CLADEM network which is based in Lima, Peru. To this end OEF/WLD developed and implemented a Central America/Mexico Project which consisted of a series of national workshops in Costa Rica, Honduras, El Salvador, Nicaragua and Mexico. These workshops, carried out from August-October, 1988, aimed to strengthen the ability of local groups working with women to understand their legal constraints and

develop or refine strategies for confronting them, and to enhance their impact by linking them on the national and regional levels. A Regional Women, Law and Development Conference took place in January 1989 as the culmination of these workshops.

D. Formation of Africa WLD Network. OEF/WLD has developed a network of contacts in Africa and is undertaking efforts to consolidate this network in 1989. An OEF/WLD staff member, based in Harare, Zimbabwe, is directing this project.

E. Formation of US/WLD Network. OEF/WLD has initiated activities towards the foundation of a US/WLD Network in 1989 which could provide opportunities for exchange among Third World and US women activists.

F. Publication of Empowerment and the Law: Strategies of Third World Women. This book, edited by Margaret Schuler in both English and Spanish, contains 55 case studies documenting the experiences and strategies of women from 32 countries of Asia, Africa, and Latin America. It has been widely disseminated throughout the Third World.

IV. WOMEN, LAW, AND DEVELOPMENT: PROGRAM PLAN 1989-1991

The long-term plan for the WLD program is in two parts:

A. Servicing regional organizations in Asia, Africa and Latin America

Since its inception in 1983, the major goals of OEF's Women, Law and Development Program have been 1) to deepen understanding about the relationship between the law and development, the legal constraints affecting women in the Third World, and successful strategies for confronting them; 2) to articulate and promote action-oriented, replicable strategies; 3) to develop three regional WLD networks in Africa, Asia and Latin America and to consolidate these networks into independent, regional programs; and 4) to initiate and oversee the establishment of an international body, the "International Commission on Women's Rights", to monitor the status of women's rights worldwide.

To this end, the Washington, D.C. office of the WLD program of OEF serves two overlapping functions in relation to the regional WLD networks:

1) OEF serves as international liaison and vehicle for collaboration. OEF continues to identify and reach out to individuals and organizations working in the field for the purpose of building regional networks. OEF facilitates communication and establishes intra- and interregional linkages.

2) OEF provides technical and substantive support for the WLD regional programs and for local women's rights organizations affiliated with them. Technical assistance is provided in organization-building, program development, leadership training, planning, evaluation, methodological development, and research.

The role of OEF/WLD varies in accordance with the institutionalization of regional networks and the decisions of the Third World participants. In the initial phases, OEF/WLD, as determined at the 1985 WLD Forum, assists and supports the development of a methodology for achieving the consensus needed to create structures for the regional centers to become autonomous and independent entities. Technical assistance, primarily in the area of leadership training in program development and organization building, is also important during the founding stages. As the networks become autonomous, OEF/WLD redirects its technical support to forming interregional and inter-institutional linkages. The three regional networks are at different stages of implementation and require different forms of technical assistance. Consequently, OEF/WLD serves a variety of functions simultaneously.

B. Special Project Activities

In addition to the ongoing servicing activities in which the WLD Program is currently involved, the Program seeks to implement a series of projects originally conceived of in Nairobi, with the goal of institutionalizing the Forum on a global level.

These activities include:

1. Consolidation of a US/WLD network which will provide opportunities for exchange among US women and women in the Third World, as well as provide a potential funding base for future WLD activities.

2. Consolidation of the US/Africa network through a series of national workshops to be held in eight countries during 1989 followed by a regional conference. This project will follow the format of that recently completed in Central America/Mexico.

3. Coordination and fundraising for an interregional conference to be held in Washington in June 1989 with participants from Asia, Africa and Latin America. The purpose of this conference will be to enable these women to dialogue with funding agencies about the needs and priorities of women's groups in the Third World. Participants will also plan for an International Women, Law and Development Conference to be held in 1990.

4. Coordination and fundraising for the International Women, Law and Development Conference to assess and promote interregional coordination activities and set up the International Commission.

5. Creation of the International Commission for Women's Rights originally conceived of in Nairobi.

6. Promotion of an international "Know Your Rights Campaign".

7. Preparation of publications, including a book documenting the WLD Central America/Mexico conference; a book documenting the discussions and findings of the Manila conference for the creation of the Asia-Pacific Regional Women, Law and Development Forum; a "how-to" resource manual for Third World women providing guidelines for the successful use of strategies to confront the critical legal issues facing them; and the WLD newsletter, *Communique*.

V. WOMEN, LAW AND DEVELOPMENT: MATCHING GRANT ACTIVITIES

The WLD Matching Grant activities focus on strengthening the WLD Regional Networks, particularly in Africa, and on producing written materials in specific aspects of policy initiatives, such as women and work. The Year II activities involve two countries and Year III includes eight countries, one of which is already a "Match country."

A. Year II Activities

1. Costa Rica: From August-October 1988, WLD carried out a series of national workshops in Costa Rica, Honduras, El Salvador, Nicaragua, and Mexico. The workshops aimed to strengthen the ability of local groups working with women to understand their legal constraints, to develop or refine strategies for confronting them, and to enhance their impact by linking them on the national and regional levels. The products of these workshops were presented in a regional conference in San Jose from January 12-15, 1989, which was attended by fifty women from Central and South America. The objectives of the conference were to examine in depth three priority legal concerns throughout the region: women and violence, women and work, and women and the family. The meeting also forged stronger links in the WLD Central and South American networks.

2. Zimbabwe: In 1989-90, OEF is working to establish and consolidate an African WLD Network, similar to the Asian and Latin American networks which have been formed. The Africa program includes three phases: a) expansion of Africa contacts and planning meetings (November 1988-April 1989); b) country by country meetings and workshops on specific legal themes (May

1989-August 1989); and c) a regional conference on women and the law in Africa (September-February 1990).

The Phase I planning meeting will take place in Zimbabwe in March-April 1989. The Assistant Director of OEF's WLD program is now based in Harare and works full-time on the development of the African WLD activities. Twelve African women will attend the Zimbabwe meeting, which has two objectives: 1) to refine the plan for consolidating the regional network and 2) to plan local activities to be carried out in various countries in coordination with the liaison from that country. The outcome of the meeting will include agreed upon program objectives, a clear timetable, country-by-country projects, and funding strategies.

B. Year III Activities

1. All Countries: In 1989-1990, the OEF/WLD staff will document effective strategies for improving women's legal status and will facilitate planning and convening an International Women, Law, and Development conference.

The documentation work involves the development of three "Strategy Manuals:" a) Educational Strategies -- Legal Promoters, Legal Literacy; b) Law Reform Strategies -- Research, Effective Lobbying, Community Mobilization; and c) Structural Reform Strategies -- Education of officials; Creation of new structures, such as government agencies, shelters, etc. Three draft manuals will be written by the end of the grant year.

Preparation for the international conference will begin with an international planning meeting in Washington in June 1989, which will bring together women from the Africa, Asia, and Latin America WLD Networks. The meeting will focus on developing an agenda and structure for the international conference.

2. Southern Africa: OEF's representative in Zimbabwe will continue to support the development of the African WLD Network and will serve as a resource person for country specific initiatives identified in the March-April 1989 planning meeting in Harare. In Botswana, Lesotho, and Swaziland, meetings/workshops on legal literacy, legal promoters, and country-wide WLD strategies are anticipated.

3. Ecuador/Peru: The Latin American WLD Network, Committee for the Defense of Women's Rights (CLADEM) is planning a regional meeting to review action plans and strategies in 1990. CLADEM is based in Lima, Peru and Ecuador is projected as a possible regional meeting site.

4. Costa Rica: CLADEM/Costa Rica informally coordinates WLD activities in Central America. Staff will be involved in planning the international conference and in producing the strategy

manuals described in (1) above.

5. The Philippines: The Asian WLD Network -- The Asia Pacific Forum on Women, Law, and Development -- was formed in 1986 and held regional meetings in 1986 and 1988. A third meeting is planned in 1989-90 in Manila, to coordinate regional activities and prepare for the international WLD conference in 1990.

Willie Campbell
President
Elise Fiber Smith
Executive Director



For 40 Years. Helping Women Help Themselves

October 24, 1988

Marguerite Potee
Project Officer
1400 Wilson Blvd
Room 345
Rosslyn, VA 22209

Dear Marguerite,

This letter is in reply to your Agenda: Points for Discussion with OEF of MG Activity which took place August 10, 1988, with Karen Poe, Steve Bergen, Marguerite Potee of AID, and Jane Watkins and Suzanne Kindervatter of OEF International. It was our understanding that those were questions for discussion, but Suzanne informs me that the plan of action for Year II should be accompanied by answers to these questions as well.

I believe that we have addressed these specific concerns with the general revamping of the program along the guidelines discussed with you at the August meeting and based upon our learnings thus far in the grant. However, I am including this memo with our plan to restate what was covered in the discussions.

1. OEF fell about \$60,000 short of matching the \$400,000 Year I AID allocation on May 31, 1988, at the end of the first fiscal year of the grant. This shortfall has been included in the Year II private match goal. Planning for raising the second year match funds began last year and has gone extremely well under the direction of Lynn McNair, the Associate Director for Foundation Fundraising whose principal task is to raise the match funds. We are keeping close watch on the fundraising and will not draw down more than we can match before the end of the grant. The status of the funds raised for Year II will be reported to you in November, as Suzanne explained in your recent phone conversation.

2. One of my principal tasks as Director of Programs is to oversee the strategic plans of each program unit. In regular meetings with each unit and in frequent meetings with all the senior members of the staff, we are constantly discussing and revising our specific country strategies to fit the realities in each country. It is my belief that writing comprehensive overall strategy papers is probably not a good use of a PVO managers time given that, in strategic terms, we PVO's live in such a constantly changing environment. After 20 years of studying PVO management, I'm convinced that the kinds of papers and documents needed in a larger, more complex system are not necessary or very helpful in a small system where we remain in constant verbal communication and keep ourselves in the stance of moving quickly to meet emerging needs. Instead, we set overall goals which we constantly revise and update as we gather information and learn

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lessons from the field. This gives us a flexible, adaptable management style well suited to the demands of far flung programs operating in difficult environments.

We do have many papers and documents addressing whatever the decision focus is at a given time. Perhaps you would like to see some examples of these? The problem, of course, as with your quotation from the papers in #'s 1, 3, 4, 5, 6, is that often by the time the paper is in circulation, we have already solved the problem or addressed the issue in question. I realize that this may be a different approach than one described before I came to OEF. It is, however, working well.

3. As Suzanne explained in the August meeting, one of the first things we did when I came to OEF was to take a hard look at OEF's mission and how the programs fit that mission. After a year of discussions, outside input, study of the field, examination of OEF's history and critical contributions in the field, and lots of theory sessions, we arrived at the conclusions that we explained to you and which are reflected in the Year II plan. Briefly, we believe that OEF's niche is in our long time focus on empowering women. We believe that we do that in three ways: helping women become economically independent; helping women learn how to access the structure and resources of their environment; and helping women organize themselves into groups and organizations that are capable of managing themselves and passing skills along to other women.

To meet the staff requirements of this approach, we have hired an SED specialist to direct our Senegal program plus a second SED staff person to focus on credit. Now that our SED specialist has left the Central America program (the regional grant ended) we will be replacing her with an SED specialist in Costa Rica. In Washington, we have hired an Organization Development/Trainer who will focus on management and institution building in the field. We are recruiting for an OD/Trainer for the Senegal staff. Central America is well covered already. We will also be adding a specialist in policy programs to the Senegal staff to insure that our goal of integrating SED and Policy programs will not only be realized but that we will be leaving in place local people who can carry on the programs.

This program approach is now firmly in place at OEF Washington. In November, all of the field staff directors and some other key staff people will be in Washington for two weeks of planning. A full day will be devoted to discussion and clarification. The Year II matching grant plan is the clearest statement of this approach.

4. The relationship with MFR in Senegal is running smoothly since Peter Parr went out to direct the program. While MFR began as a social services focused organization, like so many of us in development they are constantly evaluating and revising to adjust

to the reality of the present. MFR is committed to learning how to conduct economic development programs for its constituency.

5. We are proceeding along the lines described to you as we move to address the issues raised in the evaluation reports of our Central American programs. Those programs are generally "effective" (in Kortons language) and are moving into the efficiency stage, which emphasizes reducing costs and increasing the level of participants and benefits. We anticipate that the cost will be about \$500. per person in the next phase of the project. The staff is trained, the training materials are completed, the relationship with the lender is in place and working, and we no longer have an expat in the field. All this will decrease the cost.

In question #3, I have addressed the staff changes and additions made to meet the need for small enterprise expertise at the level of our field programs. Suzanne Kindervatter is our SED expert on the Washington staff, with the support of consultants as needed. As for the concern about too little technical assistance, I believe that referred to the Senegal program. That staff is now fully capable of providing all the technical assistance needed.

6. As a result of our decision to focus on strengthening the indigenous organizations that we work with in our SED and Policy programs, we realize (particularly as a result of the ISTI report on institution strengthening) that we need to work over a longer period of time with our Latin American programs. In Costa Rica, Honduras, El Salvador and Haiti, OEF has had intensive 3 year projects. This has provided us with the opportunity to establish and train local groups and to help them become autonomous legal organizations. When I came to OEF, I was, of course, very aware of the findings of the ISTI report and began to evaluate each of these organizations as to its ability to function autonomously. While I believe that each of them could survive at some level without further help, it would be a great advantage to them in terms of specific technical help from OEF, and to OEF in terms of what we can learn about how to strengthen institutions, to be able to continue working with these organizations for several more years (ISTI suggests 10 or more!)

If the purpose of the matching grant is to help OEF become stronger in its ability to deliver SED programs, which implies leaving behind strong local organizations capable of doing SED work, then we have to recognize that our richest source of learning is from this cluster of Latin American programs and organizations. It is for this reason that we have requested that they remain part of our matching grant program.

7. We are focusing in Year II on further developing our methodology for institution building. Thus far we have had a senior program officers think-tank session to clarify our approach and define our terms. Using the ISTI report framework, we will expand this discussion during our In-House week sessions

with the full program staff and representatives from each of our field offices.

8. This has turned out to be several documents addressing aspects of the process rather than one document.

9. All of the Central American manuals are being used in Africa. Remember that it has been a long time since Appleby was there. Much more extensive training is being done and we have reached an agreement with MFR that once a trainer is trained, s/he will not then be moved to a station outside our project area. This has helped. Also, as stated above, a full time trainer is being added to the Senegal staff.

10. Our plan was not to start with documentation but with an action component linking SED and policy activities. This is also a major focus in Year II based on the plans that were formulated last spring in Senegal. Again, we will be adding a staff person to focus on this component.

I hope this answers your concerns. The first year of the grant was very rich in learnings for us. We used the process of clarifying our goals and preparing the budget for Year II as a way of incorporating our learnings and adjusting our proposed program for the second year.

Sincerely,

Jane Watkins
Program Director

October 1988

DEF/INTERNATIONAL
MATCHING GRANT
(1987-1990)
Cooperative Agreement: OTR-0257-A-00-7177-00

Expanded Scope of Work

I. INTRODUCTION

In the Year I Review Meeting (August 1988) of DEF/International's Matching Grant, the PVC Office requested DEF to expand its conceptualization of the "institutional development" aspect of the program. The grant had an institutional development focus from the outset, but this emphasis has been somewhat eclipsed by activities in small enterprise development and policy initiatives. Such was particularly the case in Year I, since AID mandated DEF to carry out extensive research and documentation of its small enterprise development program.

This paper presents an overview of DEF's institutional development strategy and detailed country programs for Year II. DEF views its program as a long-term effort and commitment and is thus also requesting a three-year grant extension, through 1993.

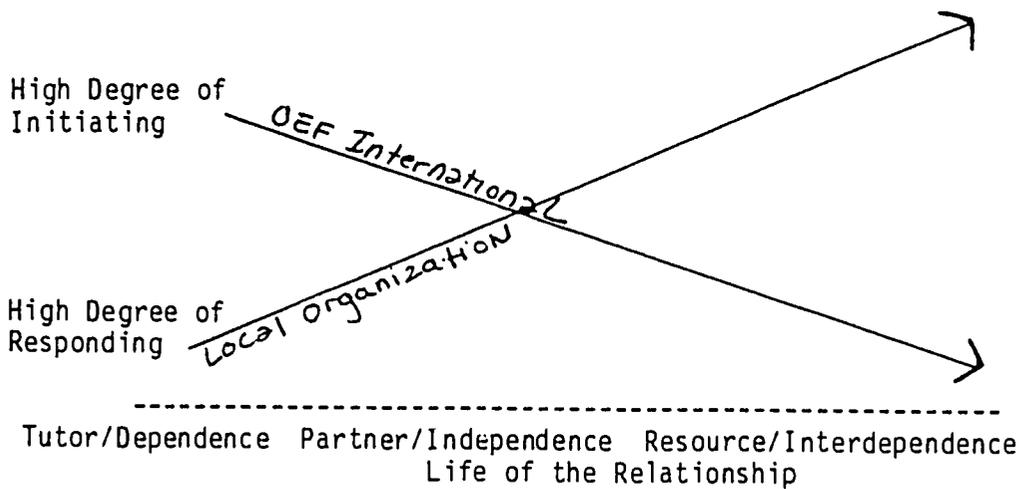
II. PROGRAM DEFINITION AND SCOPE

A. Institutional Development Strategy

The Matching Grant program is designed to strengthen the capability of indigenous organizations to expand women's participation in economic development. In order for low-income women to increase their disposable incomes and access to resources, two levels of intervention are necessary: action programs to augment women's skills and policy reform to remove obstacles to economic opportunities.

Throughout its history, DEF has always worked in collaboration with local organizations, and over the past ten years, DEF has honed its technical capabilities for assisting its partners in the field. Specifically, DEF has developed expertise in management training, small enterprise development, and the promotion of policy-related analysis and action-taking. The Matching Grant enables DEF to integrate these three technical areas more fully and to establish effective, sustainable programs in the Match countries.

DEF has worked with a variety of local organizations, including: government ministries and bureaus, existing NGOs, grassroots organizations, and NGOs newly established by DEF. To be effective in promoting women's full economic participation, DEF experience indicates that certain organizational characteristics are key: a focus on women; and emphasis on grass



A major effort of OEF's Matching Grant is to more fully explore the dynamics of each of these stages and to specify the technical inputs required for each stage.

B. Target Countries

In each Match country, OEF/headquarters provides technical assistance to one or more partner organizations, which serve as implementors for OEF-sponsored programs and as training resources for other organizations in the country. In Central America, OEF has founded new indigenous organizations; in Africa, OEF has determined that it is more appropriate to work through existing local organizations at the present time.

In Year I, the Match included five countries in Africa-- Senegal, Gambia, Mali, Niger, and Somalia--and two countries in Central America--Costa Rica and Honduras. In Year II, OEF plans to add Kenya since OEF is beginning a program there in coordination with Outward Bound which has good prospects for private funding. In Central America, OEF has included El Salvador and Haiti, as well as Costa Rica and Honduras. In all four of these countries, OEF has established a new NGO over the past four years; these organizations need assistance in resource mobilization, management, refinement of program methodologies, evaluation and information management systems, and integration of small enterprise and policy components. This assistance can be provided cost-effectively on a regional basis through workshops and technical assistance visits by headquarters staff. Though two countries in Central America are added to the Match, the program still maintains a strong emphasis on Africa. The budget breakdown between the two regions is roughly 71% Africa and 29% Central America.

III. GOAL AND PURPOSES

The goal of the program is to expand the participation of low-income women in economic development in specified countries in Africa and Central America, through strengthening the capabilities of local organizations.

The goal will be accomplished through four inter-related purposes:

1. To increase the capabilities of key indigenous organizations to plan, manage, implement, and mobilize resources for programs that expand women's economic opportunities;
2. To expand the cadre of indigenous field workers skilled in training and advising low-income women in technical, financial, and managerial aspects of agricultural production and small enterprise development;
3. To enable indigenous organizations to examine policies to women's economic productivity and to undertake activities to affect those policies; and
4. To critically analyze, document, and disseminate significant learnings based on OEF experience in institutional development, small enterprise development, and policy initiatives.

IV. YEAR II INPUTS AND OUTPUTS: OVERALL

Several Match activities involve all program countries, as a means to systematize methodologies and to promote cross-fertilization of learning. In Year II these include:

1. Organizational Development

Objective: To further expand OEF's institutional development strategy and to develop needed training materials and technical assistance "tools."

- a. Study of relevant documents and OEF's field experience.
- b. Preparation of a "strategy paper" and draft training materials.

2. Small Enterprise Development

Objective: To revise OEF's small enterprise development methodology, based on the research carried out in Year I in Africa and Central America.

- a. Field-headquarters workshop in November and follow-up visits to the field by headquarters staff.

- b. Publication of "Management Made Simple" manual.

3. Evaluation/Documentation

Objective: To put business/beneficiary profile database fully on-line in the field and headquarters.

- a. Modification of database format and questionnaire.
- b. Development of reporting priorities and formats.

V. YEAR II INPUTS AND OUTPUTS: AFRICA

A. Senegal

When OEF began work in Senegal over five years ago, the overall goal of the program was defined as the improvement of the socio-economic condition of women. Empowerment of women through increased economic independence was the main thrust of the program and activities focused on income generation. The ongoing refinement of the OEF SED methodology has led to more systematized, entrepreneur-centered projects which in turn have led to closer collaboration with local institutions as a means of long term sustainability for micro-enterprise activity.

Strengthening of local institutions has always been a major focus of OEF's development efforts in Senegal. During Year II of the Matching Grant, particular assistance will be paid to increasing the technical assistance capabilities of the OEF office in Dakar. This revamping of the Senegal office stems from needs for assistance expressed by local institutions and recommendations made through an in-house evaluation. The technical assistance unit in Dakar will, then, be composed of the Program Manager (already in place); counterpart manager; business management coordinator (already hired); trainer; and policy advisor. In addition, the unit will be assisted by an advisory committee, composed of members of the local business community; women leaders from governmental and non-governmental organizations; and local experts on women's policy issues.

The thrust of the program at the village level in Senegal remains the development of economic activities for women. Activities begun three years ago continue to be strengthened as systems are put into place by the Dakar Technical Unit. Concurrently, drawing heavily on earlier experience, new activities will be developed during the second year of the grant. In order to profit from local and regional personnel trained earlier in the program, and to further strengthen local institutional capabilities, during this period new activities will be in the same regions as current activities. Over 400 women and their families are currently involved in economic activities in the Casamance region; it is estimated that a further 150 women and their families will begin economic activities during 1988-1989. In the Sine-Saloum region, approximately 400 people are

currently benefitting from the small enterprise/credit program; these activities will continue during the second year of the grant. In the Cap Verte region, over 90 women will be trained in enterprises.

With the addition of a Policy Expert to the staff of the Dakar Technical Unit, OEF will be examining legal constraints which impede women's economic empowerment in ongoing and planned projects. OEF will work closely with local institutions on these policy issues.

Local institutions to be assisted by the technical unit during Year II of the Matching Grant include the following:

1. Maisons Familiales Rurales (MFR)

OEF has worked with this rural community development organization since 1983. A five-year agreement between OEF and MFR will allow continued strengthening of this institution through technical assistance to regional and local staff.

2. Federation des Organisations Non-Gouvernementales (FONGS)

OEF already acts as a pass-through agent for funds used by this organization in credit programs. In addition, FONGS has requested training and, this year, OEF will conduct an assessment of women's activities with FONGS.

3. Federation des Associations des Femmes Senegalaises (FAFS)

OEF has been working with FAFS at both the national and local levels. Training in credit management will be the focus of second year activities.

4. Conseil National pour la Promotion des Caisses Populaires (CONACAP)

OEF's work with CONACAP during 1988-1989 will be divided into two parts: the design of savings and credit interventions for community groups, and training in credit systems and management.

As the OEF Dakar-based technical unit works to build the capacities of local institutions, the team will itself receive support and technical assistance from OEF Washington. Such assistance will build the OD capabilities of the unit, refine training methodologies and help with the production of field training manuals specific to Senegal.

B. Mali

OEF is working in concert with two other US PVO's, Freedom from Hunger and International Voluntary Services, to strengthen the local Malian institution -- Groupe Jeunes. The overall goal of the 5-year involvement is to enable Groupe Jeunes to plan and implement economic development projects and obtain resources for such programs.

During the first year of the Matching Grant, training for Groupe Jeunes included a "vision" workshop to define goals of the organization and responsibilities of members. During the second year of the grant, activities planned include: organizational development for the Central Committee; training of trainers which will consist of group building techniques for extension workers and a series of workshops in resource management.

An additional by-product of OEF's work in Mali will be a study on PVO collaboration. Freedom from Hunger, IVS and OEF will work together to document and analyze the collaborative aspect of work together with the local institution, Groupe Jeunes.

C. Niger

Collaboration with the Association des Femmes Nigeriennes (AFN) began in 1984. A series of workshops and meetings over a period of three years enabled AFN to determine the needs of the organization and some of them have been met by additional workshops to train trainers from the organization. However, the difficulty of obtaining a country agreement slowed project activities considerably as OEF felt it was imprudent to embark upon further activities without a signed protocol. This agreement has now been obtained.

During the second year of the Matching Grant, OEF will work with the AFN to further define the needs of the organization and how OEF can collaborate with them to best meet those needs. At this time, organizational development training has been suggested as a definite need by the executive committee of the AFN.

D. Gambia

During the past two years, the Women's Bureau has worked with OEF to define a strategy for its economic development work in the Gambia. The Bureau is most interested in OEF training extension workers to develop economic enterprises, as in the Casamance region of Senegal which surrounds the Gambia. Two major activities are planned for the period 1988-1989: a visit by the head of the Women's Bureau to OEF projects throughout the Casamance region; work on a long-term training plan with OEF staff and members of the Women's Bureau.

E. Regional Networking

As institutions are strengthened and develop a cadre of trainers in the economic field, this newly developed expertise can be shared to advantage in other areas. Plans have been made with several organizations to utilize their personnel in other areas. For example, Maisons Familiales Rurales in Senegal will be sending a trainer to Mali as a facilitator in training extension workers in group building, how to conduct feasibility studies, and marketing. Another trainer from the same organization has already trained women for the Federation des Femmes Senegalaises.

As mentioned above, the Director of the Women's Bureau in the Gambia will be meeting with participants of OEF/MFR projects in the Casamance.

In the area of credit, a specialist from the Dakar Technical Unit will meet with members of Groupe Jeunes to design credit interventions for the economic activities in Mali.

F. Somalia

OEF will continue work with the Somali Women's Democratic Organization at the national, regional and local levels. The association with this organization began in 1982, when OEF conducted an organizational development workshop for the SWDO. This workshop led to a collaborative project which focused on agro-forestry activities in refugee-related areas.

Through activities in the agricultural area of Baidoa, OEF has been asked to work with several women's associations which have formed around rural production. During the second year of the Matching Grant, OEF will research possibilities of working with and strengthening such groups.

G. Kenya

OEF is collaborating with Outward Bound USA and Outward Bound Kenya to establish a center to train trainers and extension agents for community development. OEF's role will be to develop curricula for mobilizing women's participation and for promoting their involvement in small enterprise development. In Year II, the focus will be the development of a plan for the training center design and programs.

H. Summary of Objectives and Activities

Overall Objective: to assist local institutions in strengthening their capacity as advocates for the integration of women in development and the development of economic activities geared towards women.

1. Organizational Development

Objective: To strengthen the capacity of local institutions to plan and implement economic activities for women and their families.

	Sen	Som	Gam	Nig	Mal	Ken
a. strategic planning with central committees/staffs	X	X				X
b. TA consultation /visits by Washington staff experts	X	X	X	X		X
c. personnel management for national, regional and local staffs of institutions	X	X				X
d. financial and resource development workshops for national staffs	X	X				X
e. negotiation of OEF-local institution agreements	X	X				X
f. OD training for local project steering committees and advisory boards	X	X				X
g. credit management workshops for national staffs	X	X				X
h. outreach and networking - sharing and exchange of expertise; development of an Africa department newsletter	X	X	X	X		X

2. Small Enterprise Development

Objective: To assist local institutions to learn from their collective experience; with noted recommendations from recent evaluations, to modify project design to make SED activities more cost effective and replicable.

- a. Washington workshop: participants X X
 from Senegal and Somalia will
 meet with OEF staff from other
 projects in Washington for 10 days.

b. TA via project monitoring and field visits by Dakar Technical Unit and Washington staff	X	X		X
c. evaluation of one major project	X			
d. training workshops for 45 extension workers in credit and savings	X	X		X
e. training in group building techniques for 45 trainers	X	X		X
f. training in conducting feasibility studies for 25 trainers	X	X		X
g. training in marketing for 12 trainers	X		X	

3. Policy

Objective: To incorporate policy reforms for women into existing and planned projects in Africa.

a. identify policy staff member for Dakar Technical Unit	X			
b. research credit union and banking policies as they effect women	X	X		X
c. work with local institutions on policy identification plan	X			

4. Evaluation and Documentation

Objective: To continue documentation and research for institution building and SED begun during Year I of the Matching Grant.

a. computerize client and business profiles	X			
b. train local and Washington data managers	X	X		X
c. collect data by survey & input	X	X	X	X
d. produce and distribute reports				

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and analyses	X	X	X	X
e. produce a draft SED manual which is Senegal specific	X			
f. conduct research on formal banking and its links to the informal sector	X	X		X
g. needs assessment/planning for developing training center				X

VI. YEAR II INPUTS AND OUTPUTS: CENTRAL AMERICA

A. Costa Rica

The OEF Costa Rica staff of 15, based in San Jose, works with both the Women in Business Project (1986-1988) and the Program of Education for Participation (1986-1989). They are pursuing legal incorporation as a local institution. As the Women in Business Project ends and new projects are being developed, the need to better integrate components of the small enterprise development projects with the Program of Education for Participation is becoming clear to both Costa Rican and Washington based staff.

Year II Matching Grant fund will mainly be used for refining the SED methodology, institutional strengthening in the field of management, strategic planning, legal corporation and financial development. A special 3-day workshop will be held in country to strategize ways in which program components can be better integrated in the future and the long-term institutional strategy of OEF Costa Rica. Additional assistance will also be given to the database management system and to the publication of the "Management Made Simple" manual.

B. El Salvador

OEF International established a staff in El Salvador in 1985 to implement two small enterprise development projects, the Displaced Women's Enterprise Development Project (1985-1988) and the Women in Business Pilot Project (1986-1987), based on the larger Women in Business project in Costa Rica and Honduras. The staff have succeeded in creating the Organizacion de Educacion Empresarial Femenina de El Salvador (OEF de El Salvador) and are currently trying to obtain legal recognition. Their statutes, Board and structure have all been developed and they await the finalization of Government procedures.

Due to the end of OEF AID grants in El Salvador, OEF International has worked hard to assist the local organization to

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continue its institution building and consolidation. As a result the organization has succeeded in maintaining itself with less financial support from headquarters and is now able to pursue contracts internal to El Salvador wherein they are providing a much needed service in training, small enterprise development as well as promoting the importance of women within El Salvador with a staff of six.

OEF El Salvador needs and wants the institution strengthening and technical assistance that OEF International can provide as they become an indigenous organization operating independently within El Salvador. They particularly need assistance maintaining the database established through their past projects for the new women they are working with and in their follow-up of old clients. Furthermore, the success of the paratechnician program in Honduras has led to demand for replication given its cost-effectiveness and success. Finally, with regard to organizational development, the staff particularly needs assistance with strategic planning for the future, financial development, and legal incorporation.

C. Haiti

In August of 1985, OEF International established the Factory Worker's Center (Centre de Promotion des Femmes Ouvrieres CPF0) in Port-au-Prince for the purposes of expanding employment in Haiti through the upgrading of worker's skills. CPF0 has developed and implemented a series of training programs in areas of primary importance for Haitian factory women workers. As the Cooperative Agreement with AID which established the project has reached its conclusion, the need to assist CPF0 in institutional strengthening as it becomes an independent organization has increased. The need is to strengthen CPF0's institutional capability as a local self-sustaining women's resource center while solidifying its training and program implementation methodologies and finally to negotiate an OEF-CPF0 agreement for the future.

D. Honduras

OEF International began work in Honduras with a small enterprise development focus and collaborated with the local organization it established (Organizacion de Desarrollo Empresarial Femenino - ODEF). ODEF's goal is the strengthening of the socio-economic activities of low-income women and their families. They have implemented the Women in Business (1985-1988) and the Small Scale Livestock Project (1984-1987) with a staff of 11 and are based in San Pedro Sula. Additionally, OEF International's Program of Education for Participation (PEP) has a staff of 6 based in Tegucigalpa assisting community groups to develop the skills needed to solve local problems.

Institution strengthening of the Honduran staffs requires greater collaboration and sharing of experiences and methodologies between the staffs. Although the focus of their work is different, their work is complementary and often needs to be integrated. Within the small enterprise development field, improved monitoring and data collection is needed and replication of the paratechnician program is planned. OEF International and ODEF are also interested in concluding a legal agreement process that may serve as a model for working with field counterparts around the world. Additional institutional strengthening particularly in the areas of management and financial development are also needed.

E. Summary of Objectives and Activities

1. Organizational Development

Objective: To strengthen the local institutions as effective, self-sustaining organizations capable of directly implementing small enterprise development programs and/or economic policy impact projects.

	CR	ES	Hd	Ht
Strategic Planning				
a. Workshop (3 days in-country)	X			
b. Technical assistance consultation visits	X	X	X	X
Management				
a. TA consultation in Personnel Management	X		X	
b. TA & training in Financial Management	X		X	
Financial Development				
a. Orientation during Washington workshop November 1988	X	X	X	X
b. Regional training workshop (4 days)	X	X	X	X
c. TA, coaching, networking (visits,corresp)	X	X	X	X
Legal Incorporation				
a. Draft articles of incorporation & bylaws	X			
b. Draft & negotiate OEF-local agreement	X	X	X	X
c. TA in Board composition & development	X	X	X	X

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Staff Development

- | | | | |
|--|---|---|---|
| a. Regional training on project design | X | X | X |
| b. Participative project development exercise to be designed/implemented | X | | X |

Outreach & Networking

- | | | | | |
|--|---|---|---|---|
| a. Sharing of information and contacts | X | X | X | X |
|--|---|---|---|---|

2. Small Enterprise Development

Objective: To assist the local institutions to learn from their collective experience and the two recent evaluations by outside consultants. The small enterprise development methodology will be revised based on the learnings. Project designs and program methodology will be modified to be significantly more effective, broader in scope, more cost efficient, and replicable.

- | | CR | ES | Hd | Ht |
|---|----|----|----|----|
| a. Field-headquarters workshop in November. Washington D.C. 11/7-11/18/1988. | X | X | X | |
| b. Revision/publication of "Management Made Simple" manual to be utilized by all groups. | X | X | X | |
| c. Technical assistance in project design and project monitoring and field visits. | X | X | X | |
| d. Paratechnician Program: Support the recently fielded community paratechnicians and those to be fielded during year II of the MG. Support stipend & training-related costs. | X | X | X | |

3. Evaluation/Documentation

Objective: To continue the documentation and research begun with the database system during Year I of the Matching Grant. The information system established in three countries will be used for on-going project management and evaluation and long-term research and evaluation.

- | | CR | ES | Hd | Ht |
|---|----|----|----|----|
| a. Put database system fully on line | X | X | X | |
| b. Train local and Washington database managers | X | X | X | |

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- | | | | |
|--|---|---|---|
| c. Collect data by survey & input | X | X | X |
| d. Produce and distribute reports & analyses | X | X | X |
| e. Computerize client and business profiles | X | X | X |

4. Policy

Objective: To incorporate policy reforms for women into existing and planned projects for Latin America, specifically by better integrating and networking between the small enterprise development projects and the Program of Education for Participation and the Women, Law and Development Program.

- | | CR | ES | Hd | Ht |
|---|----|----|----|----|
| a. Staff workshop covering improved integration, importance of policy and economic components and future project design and vision. | X | X | X | X |

INTERVIEW GUIDE

June Workshop sponsored by Private Agencies Collaborating Together (PACT)
Institutional Development, Accelerating The Role of The PVOs

1. How does your agency define institutional development? Overall, what is your agency looking to set up, strengthen, put in place on the part of 3rd world agencies and NGOs?
2. How did your agency become involved in institutional development? What was the evolution?
3. What role does institutional development play in your agency's programming?
4. Please rank how important institutional development is to the work of your agency. (Circle the appropriate number)
not at all important 1 2 3 4 5 high priority

What is the level of resources or effort your agency allocates to institutional development? (circle appropriate number)
none at all 1 2 3 4 5 high level of resources
5. What type of local institution(s) does your agency work with?
 - a.) created by the US PVO - (Independent local entities with same name or a translation thereof of the parent PVO)
 - b.) established or existing local affiliates i.e. YMCA (established institutions or NGOs, not set up by the US PVO)
 - c.) field office of U.S. PVO - (field office that is part of the parent PVO. Field office is a precursor to setting up an institution)
 - d.) grassroots organizations - (indigenous independent organizations, grassroots based)
 - e.) local consortium

What criteria or guidelines does your agency follow to select local institutions to work with?
6. Who in your agency is responsible for institutional development?
What is their background ?
7. Can you describe the overall process your agency uses to carry out institutional development?

a.) Needs assessment:

- * How are needs of the local institution assessed?
- * How are felt needs identified?
- * How does your agency help the local institution identify needs they may not be aware of?

b.) Planning and implementation of institutional development activities and interventions:

- * What are some examples of planning, decision making and problem solving modes utilized?
- * Roles: your agency, local staff.
- * Time frames.
- * Level of local staff your agency gives priority to, and the role of local women in that process.

c.) Components of institutional development your agency focuses on:

- * Leadership development
- * Staff training and development
- * Technical training
- * Board development
- * Resource mobilization
- * Planning
- * Coalition building
- * Networking
- * Management systems - finance and administration, information
- * Other

What are some examples of strengthening interventions or activities your agency carries out within those priority components?

d.) Materials and resources used:

- * What are some examples of materials or models you have developed?
- * What reference or resource materials have been useful to you?

e.) Monitoring and evaluation:

- * How does your agency monitor its institutional development or strengthening work while it is underway, and after a change or strengthening effort is completed?
- * What indicators does your agency use to measure improved institutional effectiveness?

8. How does your agency fund your institutional development work?
9. What are some constraints and tensions your agency has experienced in respect to carrying out this work, now and in the 1990's? Which of those

constraints do you feel are out of your control, can be influenced by your agency?

10. What are some practical, guiding principles that you have followed or formulated as a result of your agency's experience in doing institutional development?
11. What organizations do you know of or turn to that are doing useful work in institutional development - other PVOs, field agencies etc.?
12. If your agency participated in the ISTI study, please comment on how your agency's approach has changed or been influenced by that study. What is your agency doing differently or more of as a result of that study? If there are no differences, or changes in your approach, please indicate why.
13. Success stories with worthy lessons:
For this section of the interview we are looking to gather information on examples of successful experiences or lessons learned from experience that will add to the field of knowledge on institutional development.

The story can be around a particular innovation or change related to an institutional development component or effort that was successfully undertaken between your agency and a local third world institution, i.e. board development or strengthening effort. Or, the story could be around some learnings that were generated as a result of a specific experience - i.e. an expatriate host country national supervisory or counterpart relationship.

In your narration, please include the following information:

- * background on the situation or context.
- * description of specific needs or problem and how the need was identified.
- * objectives of the change or strengthening effort.
- * what was done, what worked, approaches that were successful.
- * problems or constraints, and how they were overcome or not.
- * if the effort was successful, what did the improvement look like.
- * major learnings to the agencies or groups involved and how those learnings were applied.

We are looking for summary reports. If such information exists in a report or is already documented, please feel free to submit that. Otherwise, we are suggesting that you make a cassette recording and submit it to OEF for transcription.

These stories will be used for analysis in the June workshop.

DEF BUSINESS SURVEY

SECTION I IDENTIFICATION

- 1) Business # _____
- 2) Beneficiary # _____
- 3) Business Name: _____
- 4) Street: _____
- 5) City: _____
- 6) Department: _____
- 7) Country: _____
- 8) Type of Business:
- (1) Agricultural production
 - (2) Livestock production
 - (3) Food processing
 - (4) Textiles/sewing
 - (5) Retail
 - (6) Service
 - (9) Other _____
- | | |
|----------------------|---------------------------------|
| A. Pig Breeding | N. Fruit processing/jellies |
| B. Pig Fattening | O. Vegetable processing/pickles |
| C. Laying hens | P. Bread making |
| D. Chickens for meat | Q. Pastries |
| E. Dairy cows | R. Empanadas |
| F. Cattle for meat | S. Candies and sweets |
| G. Goats for milk | T. Snack bar/restaurant |
| H. Goats for meat | U. Bakery |
| I. Sheep for wool | V. Wood products |
| J. Sheep for meat | W. Sewing |
| K. Agriculture | X. Textile production |
| L. Floriculture | Y. Soap |
| M. Cheese production | Z. Other activity |
- 9) Number of Owners: _____
- 10) Business Start Date: __/__/__

SECTION II TRAINING AND TECHNICAL ASSISTANCE

	DATE BEGAN	# OF HOURS
Human Resources :	(11) __/__/__	(12) _____
Feasibility :	(13) __/__/__	(14) _____
Marketing :	(15) __/__/__	(16) _____
Credit :	(17) __/__/__	(18) _____
Administration :	(19) __/__/__	(20) _____
Other DEF Training :	(21) __/__/__	(22) _____
Non-DEF Training :	(23) __/__/__	(24) _____

- (25) Technical Assistance:
- A. DEF Staff - Business/Marketing assistance
 - B. DEF Staff - Technical production assistance
 - C. DEF Staff - Machinery and Equipment assistance

 - D. Paratechnicians - Business/Marketing assistance
 - E. Paratechnicians - Technical production assistance

 - F. Other agency - Business/Marketing assistance
 - G. Other agency - Technical production assistance
 - H. Other agency - Machinery and Equipment assistance

 - K. Other _____

(26) # of hours of DEF staff and paratechnician technical assistance: _____

SECTION III CREDIT

- (27) Loan Date: __/__/__ (28) Interest Rate: ____%
- (29) Loan Amount: _____ (30) 1 U.S.\$ = _____
- (31) Term: _____ Months
- (32) Type of loan: _____
- (A) Start-up - Purchase of land
 - (B) Start-up - Capital equipment
 - (C) Start-up - Construction
 - (D) Start-up - Operating capital

 - (E) Existing - Purchase of land
 - (f) Existing - Capital equipment
 - (G) Existing - Construction
 - (H) Existing - Operating Capital
 - (K) Other

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SECTION IV CURRENT STATUS:

- (1) Data collection date __/__/__
- (2) 1 U.S.\$ = _____
- (3) Sales Income _____
- (4) Materials Expense _____
- (5) Wages Paid _____
- (6) Interest Expense _____

- (7) Other Expense _____
- (8) Owner Income _____
- (9) Profit _____
- (10) New Equipment Purchased _____
- (11) Product Inventory _____

SECTION V BUSINESS PRACTICES

- (12) Production practices
 - A. Has unpaid family help
 - B. Has unpaid non-family help
 - C. Has paid employees
 - D. Works alone

 - E. Purchases inputs in surrounding communities.
 - F. Purchases inputs regionally
 - G. Purchases inputs nationally
 - H. Purchases inputs from other country

 - I. Uses technology that is low efficiency and low productivity for the area.
 - J. Uses technology that is high efficiency and highly productive for the area.

 - K. Enterprise is attached to house
 - L. Enterprise has separate facility

 - N. Other

- (13) Management practices
 - A. Keeps production records
 - B. Separates household money from enterprise money
 - C. Calculates cost
 - D. Owner receives regular salary
 - E. Pays employees
 - F. Uses quality control
 - G. Keeps accounting records of business
 - H. Keeps other records
 - I. No written records
 - N. Other

- (14) Distribution practices
 - A. Products sold out of home
 - B. Products sold in own community
 - C. Products sold in surrounding communities
 - D. Products sold regionally
 - E. Products sold nationally
 - F. Products sold internationally
 - G. Distributes product on foot
 - H. Distributes product by bicycle

- I. Distributes products by bus
- J. Distributes products by rental car/truck
- K. Distributes products by own car/truck
- L. Distributes products by plane, ship, etc.
- N. Other

(15) Sales practices

- A. Owner sells product directly
- B. Relative sells product directly
- C. Non-relative employee sells product directly
- D. Product sold through wholesaler
- E. Owner distributes products to other sellers.
- N. Other

(16) Promotion practices

- A. Company has trade name
- B. Business displays sign
- C. Price based on competition
- D. Uses packaging to sell product
- E. Price based on calculated costs
- F. Labels differentiate product
- G. Promotes products through own written materials
- H. Uses radio, newspapers, billboards, TV to advertise.
- N. Other

(17) Repayment Status on Loan

- A. No loan
- B. Loan payments are up to date
- C. Less than 3 payments behind
- D. More than 3 payments behind
- E. Defaulted on loan
- F. Paid loan off in full
- N. Other

DEF BENEFICIARY SURVEY

SECTION I IDENTIFICATION

- (1) Beneficiary # _____
(2) Business #: _____
(3) First Name: _____
(4) Last Name: _____
(5) Street: _____
(6) City: _____
(7) Department: _____
(8) Country: _____

SECTION II CHARACTERISTICS

- (9) Initial interview date __/__/__
(10) Interviewer: _____
(11) Sex: A) Female B) Male
(12) Year of Birth: _____
(13) Marital Status: (A) Single (B) Widow (C) Married
(D) Divorced (E) Live-in partner (F) Polygamy
(14) Education: (A) no school (B) some elementary school
(C) completed elementary school (D) some secondary school
(E) completed secondary school (F) vocational training
(G) University
(15) Language Read (if any): (A) Spanish (B) French
(16) Reads : ___ (A) No (B) Basic (C) Functional
(17) Writes: ___ (A) No (B) Basic (C) Functional
(18) Basic Math ___ (A) No (B) Basic (C) Functional
(19) # of Living Children _____
(20) # under 10 yrs.old _____
(21) Spouse's Occupation: ___
(A) Daily hire work (B) Seasonal work
(C) Long-term job (D) Unemployed
(E) Migrates (F) No spouse
(H) Other

SECTION III BUSINESS EXPERIENCE

(22) If you ever had a productive activity that no longer exists, what was it? ----

- (1) Agricultural production
- (2) Livestock production
- (3) Food processing
- (4) Textiles/sewing
- (5) Retail
- (6) Service
- (9) Other -----

- | | |
|----------------------|---------------------------------|
| A. Pig Breeding | N. Fruit processing/jellies |
| B. Pig Fattening | O. Vegetable processing/pickles |
| C. Laying hens | F. Bread making |
| D. Chickens for meat | Q. Pastries |
| E. Dairy cows | R. Empanadas |
| F. Cattle for meat | S. Candies and sweets |
| G. Goats for milk | T. Snack bar/restaurant |
| H. Goats for meat | U. Bakery |
| I. Sheep for wool | V. Wood products |
| J. Sheep for meat | W. Sewing |
| K. Agriculture | X. Textile production |
| L. Floriculture | Y. Soap |
| M. Cheese production | Z. Other activity |

(23) If you had a productive activity that no longer exists, why did you give it up? -----

- (A) No time
- (B) Too little money
- (C) Children
- (D) My husband asked me too
- (E) I got married
- (F) I moved
- (G) Lost assets
- (H) Husband took over
- (K) Other -----

(24) If you have ever had a loan, who lent you the money?

- (A) Commercial bank
- (B) Government agricultural bank
- (C) Credit cooperative
- (D) Local lender/store owner
- (E) Friend
- (F) Family member
- (G) Revolving credit fund
- (K) Other -----

(25) If you had a loan, what was the yearly interest rate? -----

(26) If you had a loan, what was amount of the loan? -----

(27) If you had a loan, did you repay it? (A) Yes (B) No

(28) If you currently have a productive activity, what type of enterprise is it?

- (1) Agriculture
- (2) Livestock production
- (3) Food processing
- (4) Textiles/sewing
- (5) Retail
- (6) Service
- (9) Other _____

- | | |
|----------------------|---------------------------------|
| A. Pig Breeding | N. Fruit processing/jellies |
| B. Pig Fattening | O. Vegetable processing/pickles |
| C. Laying hens | F. Bread making |
| D. Chickens for meat | Q. Pastries |
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| I. Sheep for wool | V. Wood products |
| J. Sheep for meat | W. Sewing |
| K. Agriculture | X. Textile production |
| L. Floriculture | Y. Soap |
| M. Cheese production | Z. Other activity |

(29) Date started existing business: __/__/__

(30)

(31)

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Beneficiary # _____ Business # _____

BUSINESS IMPACT

- (1) Date of interview __/__/__
- (2) Total Family Income per Month: _____
- (3) 1 U.S.\$= _____
- (4) Contributors to Family Income:
(A) You (B) Spouse (C) Children _____ (D) Others _____
- (5) Does the family own land/building? (A) Yes (B) No
- (6) Do you need help in any of the following areas?
(A) Deciding on a business (B) Producing your product
(C) Managing your business (D) Selling your product
(E) Obtaining a loan (K) Other _____

DECISION MAKING/ATTITUDES

- (7) What does your family think of you having a productive activity?
(A) very pleased (B) somewhat pleased (C) not pleased

- (8) Who makes important decisions regarding your families' budget? (A) You (B) Spouse (C) Both (F) Other
- (9) Who makes important decisions regarding child care? (A) You (B) Spouse (C) Both (F) Other
- (10) Who is responsible for food payments? (A) You (B) Spouse (C) Both (F) Other
- (11) If you have a productive activity, who makes decisions when there is a problem related to your enterprise?
 (A) You (B) Spouse (C) Both
 (D) Joint decision of all businessowners
 (F) Other -----
- (12) Do you currently participate in an organization?
 (1) Yes
 (2) No
- (A) community
 (B) religious
 (C) cultural
 (D) athletic
 (E) parents group
 (F) no affiliations

ECONOMIC IMPACT

- (13) Spending practices
 (A) Uses income for food for family
 (B) Uses income for clothing for family
 (C) Uses income for home improvement
 (D) Uses income for education for family
 (E) Reinvests income in business
 (F) Puts money into savings
 (G) Uses income for entertainment
 (K) Other-----

(14)

(15)

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NOTES:

STRATEGY PAPER

ECONOMIC DEVELOPMENT PROGRAM FOR WOMEN IN SENEGAL

Introduction

Economic self-sufficiency for women has been a primary goal of OEF's programs for the past decade. In addition to improving the well-being of their families, economic self-sufficiency enables women to enjoy a greater amount of personal freedom and respect.

In Africa, the level and complexity of the economic activities depends on the market demands of the area and the capabilities of the women. In rural areas, where the majority of Africans live, agriculture predominates and women are food producers and processors as well as traders. Economic income generating activities are often extensions of household production, such as animal raising, vegetable growing or soap making. In small towns, women are involved in such activities as petty trading, retail selling, or street food vending.

When OEF began its work in Senegal over five years ago, the goal of the program was to improve the socio-economic conditions of women, primarily through helping them establish income generating activities. As OEF has gained experience working with rural women in Senegal, the program has been refined into a more systematized program of assistance to encourage the development of sustainable small enterprises.

This paper provides an overview of OEF's small enterprise development (SED) program as it is applied in Senegal; discusses social and economic factors affecting small enterprise development in Senegal; examines issues facing the Senegal program; and, outlines future directions.

I. Program Description**A. Goals and Objectives**

The goal of OEF's Senegal program is to increase the income of economically marginal rural women.

The program has the following objectives:

- To increase women's income through entrepreneurial activities,
- To broaden women's economic opportunities through the use of new technologies and new types of income generating activities;
- To increase women's access to institutions, particularly banks;
- To provide ongoing support for women through strengthening local organizations; and
- To address policy or legal constraints to women's economic advancement.

B. Current programs

Working through two different Senegalese non-governmental organizations, OEF is currently implementing economic projects with women in three different regions of the country. (See attached map and project chart.)

1. Socio-economic Improvement through Food Production (1985-1990)

In 1985 OEF launched its program of technical assistance and training for rural Senegalese women to enable them to increase their incomes through food production and processing. OEF approached Maisons Familiales Rurales (MFR), a Senegalese non-governmental organization, to be its partner agency because of MFR's long history of community development work throughout rural Senegal and its interest in assisting women's economic activities.

OEF is working with MFR in two regions, the Casamance region in the south and the Sine Saloum region in central Senegal. The program is implemented in collaboration with two MFR Regional Coordinators who have participated in training activities in project implementation and evaluation. Fourteen MFR extension agents have also participated in numerous training workshops on training techniques, project implementation and small enterprise development.

During 1985 and 1986 loans were provided to twelve women's groups for a variety of agriculture-related activities including animal raising, millet production using animal traction, and soap and peanut paste production. Loans were made using the MFR credit system which provided twenty-five percent of the amount as a grant and seventy-five percent as a no-interest loan. Phase I projects have been evaluated and the program is now entering Phase II.

In Phase II loans are being made using a revised credit system in which loans are repaid in full with interest. This new credit system emerged because MFR recognized that in order to benefit the maximum number of loan recipients, the loan fund must be capitalized through full repayment with interest. Loan requests for such projects as pig raising, chicken raising and a butcher shop are currently being reviewed.

2. Community and Enterprise Development Project (1987-90)

The "Community and Enterprise Development Project" was launched by the U.S. Agency for International Development in the Sine Saloum region in 1987 to stimulate a broad range of private sector development activities. OEF and MFR have a sub-grant under this project to

provide training, technical assistance and credit to nineteen village groups to establish or expand small enterprises. To date, \$90,000 in loans have been made to sixteen village groups for animal fattening projects and three village groups for grain storage projects, which are common activities in the region. MFR personnel responsible for the project include the Sine Saloum Regional Coordinator and six extension agents.

C. Mbao Fish Processing Enterprise Project (1986-88)

OEF is also collaborating with the Federation of Senegalese Women's Associations (FAFS) on a fish processing enterprise project in the Cap Vert region. Unlike MFR, FAFS does not have paid extension agents, but implements a small number of field projects through local FAFS volunteers. The OEF/FAFS project has financed the construction of fish drying platforms and storage sheds. A \$13,000 revolving loan fund, managed by the Mbao women's group has been established. Because of the long tradition of entrepreneurial activity in the Mbao fishing village, the Mbao women have been quick to absorb new business skills and a high rate of return is expected from their activities.

II. OEF's Approach

OEF International's small enterprise development methodology has evolved over the past ten years. Differences at each program site have developed in response to the specific economic and institutional environment. Despite these variations, a core methodology has emerged through field experience which is grounded in five key components: a) organization, b) training, c) credit, d) technical support and e) business extension.

OEF's methodology differs markedly from that of other small enterprise programs in the following ways:

- 1) it focuses exclusively on poor women who, some research concludes, are too difficult to assist;
- 2) it is concentrated in rural areas which are hard to reach;
- 3) it assists women to start new businesses which is more difficult than assisting existing businesses; and
- 4) it focuses on productive activities in contrast to petty trade or services.

OEF believes that an "integrated" approach including training, technical assistance and credit is the best way to develop sustainable micro or small enterprises.

OEF's methodology is described as follows:

1. Organization

Women join together in groups for training and mutual support. Mutual support and an increased sense of personal efficacy are developed around training activities that cover group strengthening, goal setting, resource mobilization and problem-solving. In many cases, the group later serves as a valuable contributor for business development, in terms of collective production, purchasing, marketing or advocacy.

2. Training in Business Skills

OEF places strong emphasis on women being business decision-makers as a means to foster capabilities in analysis, planning and management. OEF's "Appropriate Business Skills" training, based on three manuals with participatory activities, includes:

- * Doing a Feasibility Study -- seven steps: 1) why do a feasibility study; 2) choose a product or service to sell; 3) find out if people will buy it; 4) determine how the business will operate; 5) calculate business expenses; 6) estimate sales income; and 7) decide if the business is a good idea.
- * Marketing Strategy: Training Activities for Entrepreneurs -- explores product, price, promotion, distribution and packaging; also enables women to develop marketing plans.
- * Management Made Simple -- includes business structure and organization, the "how-to" of financial and non-financial record-keeping and business planning.

3. Credit

OEF trains women to understand the advantages and responsibilities of credit and the need to balance credit requests with realistic repayment terms. When OEF first began its rural credit program in Senegal there were no banks in the project area willing to lend to small farmers. Thus, OEF supported community-operated revolving loan funds. Since 1987, CNCAS, the National Agricultural Bank has begun operating in rural Senegal and OEF has worked in partnership with it to give women access to commercial lending. Because of the excellent repayment records of OEF's program participants, CNCAS is interested in setting up a guarantee fund which would enable the bank to loan up to three times the amount of the fund to OEF participants.

During the past year OEF has been working to standardize credit procedures in the three projects it is implementing in Senegal, however, there are slight variations in each credit system due to project location and the policies of partner organizations. Each project has a loan committee to process

applications. Local banks now administer all OEF revolving loan funds. Interest rates range from 11-15% and vary according to the type of activity undertaken. Loans are monitored by extension agents from OEF partner organizations with the assistance of OEF's Business Management Coordinator, who is a Senegalese national.

Requirements for obtaining a group or individual loan include: a) membership in a village organization; b) submission of a loan request form including a feasibility study of the activity to be undertaken; c) demonstration of record-keeping ability by at least one group member; and d) signature of a loan agreement.

4. Technical Support

Assistance in up-grading technologies begins during the business skills training. Since OEF clients are either expanding a marginal economic activity or developing a new enterprise, the introduction of new technologies is usually vital to business performance. In some cases, OEF staff or contractors are responsible for technical extension and, in others, OEF serves as a broker with local technical assistance agencies.

5. Business Extension

Through OEF's Business Management Coordinators and the extension agents of its partner organizations, OEF carries out loan monitoring and provides business advice. These agents make regular visits to the village groups to offer assistance in such areas as record-keeping, cutting operating costs, marketing, etc.

III. **Economic Activities in the Senegal Context**

A. Economic Factors

Senegal's agricultural situation is the most important economic factor relating to OEF's programs for two reasons. First, most of OEF's credit projects are either agricultural in nature (millet production and cereal storage) or highly dependant on agricultural inputs (feed for cow and sheep fattening). Second, agriculture, mainly groundnut cultivation, employs 70% of the active population in Senegal. Purchasing power for OEF-supported small business products is thus directly related to the earning capacity of the given crops.

Women play a central role in Senegal's agricultural production. They not only provide substantial labor for economically significant cash crops, but they also cultivate their own fields to produce a variety of food, such as corn, manioc and vegetables for family consumption and for sale. Women are also responsible for food processing, some marketing and small animal raising. Despite women's fundamental role in Africa's food production, the vast

majority of agricultural assistance focuses on men. This lack of awareness of women's role as the primary food producers has resulted in many project failures.

1. The New Agricultural Policy

The New Agricultural Policy (NPA) was designed in 1984 to raise overall crop production by increasing prices paid to farmers and decreasing state subsidies. A combination of factors have prevented the attainment of this goal. Many farmers used their increase in groundnut proceeds to purchase more consumer goods instead of investing in seeds and equipment. Many erroneously believed that the government would continue to provide free seeds and fertilizer because of its previous record of doing so. In addition, credit for small farmers has not been made available on a large scale to support and supplement the NPA.

The continued emphasis on cash crops is detrimental to broad-based community development for two reasons. First, less land is available for small farmers. Second, there is increased pressure on women to provide income for family needs. Numerous studies have shown that a lower percentage of money earned from cash crops, which is controlled by men, is spent on the family than money earned by women.

2. New Industrial Policy

The New Industrial Policy (NIP) was launched in 1984 to open industry to greater domestic and foreign competition and to promote small and medium-size businesses (SME). The policy offers tax breaks to SME's and gives them priority in the repayment of government arrears. Several government programs have been set up or strengthened to provide consulting services and credit to SME's. In addition, a tariff has been issued making it advantageous for hotels and tourist centers to seek domestic suppliers of furniture and foodstuffs.

3. Implications of Economic Reforms for Small Farmers

By raising prices for agricultural commodities, the recent economic reforms offer incentives to small farmers with whom OEF works. On the other hand, they have caused problems such as the lack of credit for purchasing agricultural inputs and an over-emphasis on cash crops rather than food crops.

OEF is playing a role in the privatization effort by helping women get access to credit, particularly by giving women the skills and the confidence to access the formal banking system. In the Casamance Region OEF is helping women take advantage of the expanding tourist industry by providing credit for raising pigs which will be sold to local

hotels.

B. Social Factors

Socio-cultural considerations are key to analyzing the potential of economic activities in rural Senegal. Two social norms prevalent throughout West Africa have a significant impact on small business development. The first is an emphasis on the present rather than the future. The second is that community or group interest takes precedence over that of the individual. The dominance of men in the pervasive Muslim religion is also an important cultural factor.

1. Focus on the Present

The focus on the present directly affects small enterprise development in that the value of money becomes linked to the immediate circumstances of its holder. Savings and investment are thus difficult concepts to communicate. The present-oriented norm is rooted in the economic hardships that most rural Senegalese have endured. Armed with only limited resources and surrounded by economic disincentives, Senegalese farmers are accustomed to being unable to mitigate the staggering effects of disease and climate. Thus, they have had little reason to plan for a future which they cannot control. On the other hand, the availability of credit and small enterprise development assistance, along with economic policies which attempt to provide market incentives, may provide an impetus for people to change their perceptions about their economic situation and the opportunities available to them.

2. Community versus Individual Needs

In rural villages, operating at a subsistence level, the needs of the extended family and of the community at large generally take precedence over individual needs. While work is divided among different members of the family, it is done toward a common purpose. Those who noticeably work toward their own personal advancement are mistrusted. However, it would be misleading to infer that group interests completely subjugate entrepreneurial spirit. Indeed, in several OEF projects in the Sine Saloum Region, several group members in the animal raising project have requested individual loans because they perceive the group as inhibiting their individual economic advancement.

Many small farmers have one foot in the traditional economy, such as production for family or village use, and one foot in the modern economy, when they have produced enough to sell in the marketplace. When the small farmer reaches this level of productivity, he or she must always struggle to maintain the delicate balance between the

needs of the extended family and the community and personal ambition.

3. The Role of Religion

Religion is also a pervading issue in Senegalese development, with over 75% of the population being Muslim. Even though women play a central role in food production and marketing, male authority over women and male attitudes towards "a woman's place" in a patrilineal, traditional Muslim society can create constraints to women's participation. However, OEF's experience in a number of Muslim countries has demonstrated that if a project is carried out in consultation with village elders, religious leaders and others, and can be demonstrated to benefit the entire family, it can succeed. Collaboration with local institutions also facilitates reaching women.

Where women's lack of access to land and to income earned and other discriminatory practices limit their economic advancement, OEF and its partner organizations work together to find a solution. In some cases this means confronting local authorities or using the political clout of the local organization to resolve the issue. In other instances women have found it necessary to have men participate directly in the economic activities in order to gain their support. In these cases, it is important to ensure that women get their fair share of project benefits.

IV. Issues Facing the Senegal Program

A. Program Evolution

David Korten, an expert on institutional development in Africa, Asia, and Latin America, characterizes the "effectiveness" stage of program development as the time when an organization is refining its methodology and determining the best way to implement its program. According to Korten, the next stage, efficiency, is when the program is achieving regular results while reaching a reasonable scale of operation. The third stage is the expansion stage during which the program is expanding and the organization is disseminating its methodology to other organizations. Using these definitions, the OEF Senegal program can be considered to be in the "effectiveness" stage moving toward the "efficiency" stage.

During the past eighteen months, OEF has undertaken an intensive assessment of the Senegal program to refine its methodology and to determine the economic and social benefits to its program participants. This assessment has led to many program improvements and, thus, to a more systematized program of assistance for small business development.

OEF has also initiated standardized data gathering on all participants and

businesses, which will facilitate the tracking of results and cross-project comparison. With data on over seven hundred participants in Senegal OEF can better analyze the strengths and weaknesses of its program approach. By the end of 1989 OEF will be in a position to significantly increase the number of program participants in Senegal and to share its methodology and experience with other organizations, many of whom have already requested training assistance.

B. Selecting Partner Organizations

The international development community is currently witnessing the emergence of a dynamic group of leaders from non-governmental organizations in developing countries who want to play a greater role in the development process. These NGO leaders are calling for a greater role in decision-making, access to funding and information networks, management training etc.--in other words, a true development partnership.

OEF has always placed a priority on strengthening the capabilities of local organizations to plan and manage development projects rather than implementing projects directly. Indigenous organizations have roots in the communities, local support, extension networks and other characteristics which give them permanence and stability in a given country. While the process of working in partnership with local organizations can be more time consuming, OEF believes the long-term developmental impact will be much greater.

To be effective in promoting women's full economic participation, OEF's experience indicates that certain organizational characteristics are key: 1) a focus on women; 2) an emphasis on grassroots economic activities; 3) an understanding of the effect of policy on women's roles and options; and, 4) a technically qualified staff. While these criteria guide OEF's identification of partners in the field, it is rare to find organizations with all four characteristics.

For example, in Senegal there are very few women's organizations working at a grassroots level, and few, if any, organizations focused exclusively on economic/small enterprise programs. Therefore, OEF works with a variety of organizations. As mentioned, its two primary partners are: Maisons Familiales Rurales (MFR), a well-established community development organization which has as one of its priorities women's economic activities; and Federation des Associations des Femmes Senegalaises (FAFS), a federation of women's associations with ties to the grassroots throughout Senegal, which has limited experience in project implementation.

Selecting the right partner organization is a key ingredient to the success of a program. While OEF and its partner organizations may not always have identical priorities, they can find areas of common interest. Joint project implementation can be made easier if a clear project agreement is signed; if

the partnership is based on mutual respect; and, if the partners communicate openly.

C. Sustainability

OEF is concerned about sustainability on two levels, sustainability of each business and sustainability of the local organization. OEF seeks to ensure that sound feasibility studies are carried out prior to the issuance of credit and the start-up of the business. Business progress is then monitored on a regular basis by extension agents who assist program participants to identify and solve problems. Key information on businesses is gathered every six months to enable OEF to monitor progress. Together these program components are designed to promote sustainable businesses.

Improving the capability of local organizations to plan and implement economic programs with women is an important factor in the long-term sustainability of these programs. During the next year OEF will develop additional training materials and technical assistance "tools" in the area of institutional strengthening.

A number of legal or policy issues, such as land ownership, legal status for village organizations and changes in national agricultural policy, have arisen from the SED program, which, if addressed, can contribute to long-term program sustainability. In 1989, OEF, in cooperation with its partner organizations, will undertake a systematic examination of a range of legal and policy constraints to women's economic advancement. Possible follow-on activities include a national conference of community development organizations to discuss legal and policy issues at the grassroots level and training of extension agents to address legal and policy constraints.

V. **Future Directions of the Senegal Program**

Over the course of the next year OEF will concentrate on assessing business performance and on additional refinements in its SED methodology. Priority will also be placed on developing an SED training and technical assistance package which can be offered to other organizations wishing to launch or improve SED programs.

Some of the initiatives to be undertaken include:

- a. determining creative ways to work with banks to increase the amount of credit available to small farmers;
- b. adapting OEF's draft training manual "Management Made Simple" to the Senegal context;
- c. developing an SED field manual for extension agents;

- d. examining legal and policy constraints to women's economic advancement and developing a strategy to address these constraints;
- e. a further analysis of socio-cultural issues such as appropriate and effective ways to reach women in a Muslim setting in West Africa, and the advantages and disadvantages of working through community groups and directly with individual entrepreneurs; and
- f. identifying opportunities to assist women entrepreneurs in rural towns in order to forge a link between women farmers and women food processors and sellers.

Over the past four years OEF has laid a solid foundation in its Senegal program by strengthening the capabilities of local organizations to plan and manage economic development projects, by training a cadre of local trainers and by implementing a program to assist over seven hundred entrepreneurs to start small businesses. OEF is committed to further improving the economic status of women through ongoing analysis of its past experience and the application of those learnings to current and future programs.

LIST OF PRIVATE MATCH PROSPECTS

Ackerman (Norman and Lisette) Foundation
 Adams Irrevocable Charitable Trust
 Adams (Norman & Nettie) Foundation
 American President Companies Foundation
 Allev Foundation
 Bergstrom Foundation
 Bertram (Louise & Lionel) Foundation
 Bostein Foundation
 B. Bloom Family Charitable Trust
 Burton (Burton) Foundation
 Boston Globe Foundation
 Brown and Companies
 Brugglass Foundation
 Brewer (C.) Charitable Foundation
 Brigg P. Briggs Trust
 Brichfield Foundation
 Brice Bush Foundation
 Brobot Family Charitable Trust
 Brufritz Foundation
 Brutter Family Foundation
 Central National-Gottesman Foundation
 Cline & Betty Citrin Foundation
 Claiborne Foundation
 Common Giving Fund
 Compton Foundation
 Conroy (Philip H.) Foundation
 Conlinane Foundation
 Conthia Burke Foster Foundation
 Davidson (Benjamin & Lillian) Charitable Trust
 Dickinson (Fairleigh S.), Jr. Foundation
 Rosa (Rene & Veronica) Foundation
 Leopold & Clara Fellner Foundation
 Gallagher (Lewis P.) Family Foundation
 Gannett Foundation
 Gelferbein Charitable Foundation
 General Electric Foundation
 Genesis Foundation
 George Foundation
 Goldman Paper Company Foundation
 Joyce Mertz-Gilmore Foundation
 Grossberg (James and Arlene) Foundation
 Guck Foundation
 Golden (Arthur & Doris) Golden Foundation
 Gold & Lillian Goldman Foundation
 Gutzat Foundation
 The Greeley Foundation
 Greentree Foundation
 Hofheinz (Judge Roy and Dene) Trust
 Jackson Foundation
 W. Alton Jones Foundation
 Joselow Foundation
 Kashland Foundation
 Harris & Eliza Kempner Foundation
 Klafter (Herman & Gertrude) Foundation
 Koss Foundation
 Claude Lambe Charitable Trust
 Lender Family Foundation
 Levi Strauss Foundation
 Lilly Endowment, Inc.
 Link (George), Jr. Foundation
 Lipper (Kenneth & Evelyn) Foundation
 Joe & Emily Lowe Foundation
 MacAndrews and Forbes Foundation
 Mariah Fund
 McKnight Foundation
 Mehran (Masud) Foundation
 Margaret Merriweather Post Fund
 Fred Meyer Charitable Trust
 Millipore Foundation
 Morris (E.A.) Charitable Foundation
 Ruth Mott Fund
 Ms. Foundation
 Muskinwinni Foundation
 New Horizon Foundation
 Jessie Smith Noyes Foundation
 Ortenberg Foundation
 Pacific Telesis Foundation
 Petrou (John and Bebe)
 PMA Foundation
 Sarah Goddard Powell Foundation
 T. Rowe Price Associates Foundation
 Revco Foundation
 The Christopher Reynolds Foundation, Inc.
 Ritter (May Ellen & Gerald) Foundation
 Mac and Gail Rodstern Foundation
 Rollnick Foundation
 Scherman Foundation
 Shell Companies Foundation
 Smith (Roy & Marianne) Foundation
 Smith Richardson Foundation
 Spitzer Foundation
 Stausman Family Fund
 Stein (Doris Jones) Foundation
 Sterling Foundation
 Sterling Foundation

Stern (Bernice & Milton) Foundation
Stevenson (Lewis M. & Maude L.) Foundation
Stratford Foundation
Three Swallows Foundation
The Trull Foundation
Villers Foundation
Laura B. Vogler Foundation
Wood-Claeyssens Foundation
Woods Charitable Fund, Inc.