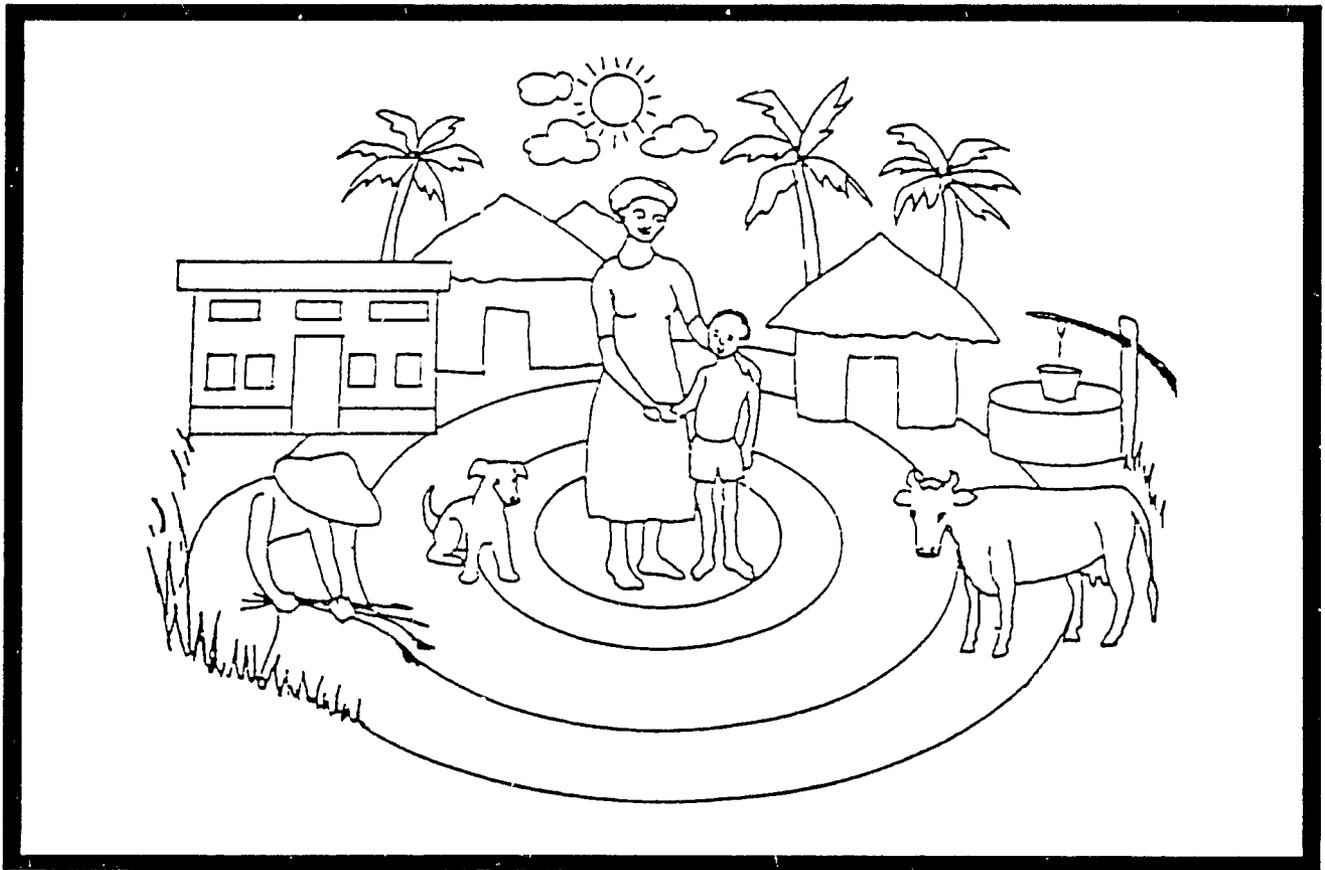


WOMAN CHILD IMPACT PROGRAM: A FIVE YEAR MATCHING GRANT

**FIRST YEAR ANNUAL REPORT
OCTOBER 1991 - SEPTEMBER 1992**



USAID COOPERATIVE AGREEMENT NO. PDC-0158-A-00-1058-00 (PGII)

**SAVE THE CHILDREN
International Programs
Westport, CT 06880
October 30, 1992**

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EXECUTIVE SUMMARY OF PROGRAM ADMINISTRATIVE AND FINANCIAL STATUS

The goal of the WCI program is to contribute to human development and the empowerment of women and children as key participants in their communities' social and economic development. Save the Children is building upon existing community development and child survival/MCH programs in four primary countries (Mali, Haiti, Bolivia and Bangladesh) by: (1) organizing and strengthening women's groups; (2) expanding their productive capacities, (3) increasing the attainment of basic education, and (4) leveraging resources through partnerships between SC field programs and local PVOs. In addition, the program will assist in further developing capacities in impact evaluation, staff/organizational development and Grant Management.

The first six months of the grant were spent on preparing detailed implementation plans for the four primary countries. All during the year SC continued the process of reviewing and refining its strategic plan and program support systems.

A guide of critical indicators to measure achievement and effectiveness has been prepared and circulated to all field offices. The further development of the computerized Management Information System has been agreed upon.

Mali: The role of the WCI program in Mali is strategic and integrative. First year WCI outputs and products have been the development of a Detailed Implementation Plan, the setting of a "gender baseline" and a strategy for increasing women's participation, and the elaboration of a comprehensive strategy for the education sector.

Haiti: The WCI program filled a need in Haiti to strengthen the education and small-scale enterprise sectors, to integrate sectoral activities, to focus more on women as key participants. The first year activities in Haiti were limited to planning and program design because of the situation in that country.

Bolivia: The WCI program in Bolivia aims to increase the involvement of women in program design and implementation, to promote better organization and training for women, and to strengthen program activities in education (women's literacy and children's education). The first year resulted in preparation of a DIP, and the beginning of women's literacy and multi-grade curriculum revision and teachers' training. Expanded economic opportunities for women are being studied.

Bangladesh: The WCI program in Bangladesh aims to strengthen sectoral integration, enhance behavioral sustainability among women's savings group members through training and capacity building, as well as strengthening the field office's capacity to monitor and evaluate program activities. The first year efforts were focused on strategic planning, development of training systems, and design of a plan for enhancing monitoring and evaluation capacities and linkages with other research organizations and PVOs.

The WCI grant's headquarters support functions were concentrated on refining the strategic sectoral plans, on strategic program support to further the goals of these plans, on increased awareness and capacity in the agency to design programs centered on children and focused on women. Training and technical specialists provided services to field offices in sectoral areas of expertise like economic development or education, in staff/human resource development and in helping design and use evaluation systems.

I. BACKGROUND TO GRANT AND PROJECT CONTEXT

Save the Children is an international non-profit agency which has programs in 38 countries world wide. While these programs are varied--encompassing community development, relief operations, and refugee programs -- they share a fundamental commitment to making lasting, positive differences in the lives of disadvantaged children.

During 60 years of operation, Save the Children has continually refined its community-based, integrated approach to meet global challenges. The agency has positioned itself to improve community health and survival, reduced population growth, alleviate poverty, educational attainment, and promote sustainable agriculture and natural resource management. Moreover, there is a strengthened commitment to achieving measurable, positive impact on women and children, through innovative programs based on the agency's core values.

More recently, Save the Children conducted an agency-wide strategic planning process, involving home office and field office staff as well as external experience and input, which resulted in a focused strategy concentrating efforts in the four key sectors of: Primary Health Care, Sustainable Agriculture/Natural Resource Management, Education, and Economic Development. The following strategic goals were also elaborated:

- Define and strengthen a child-centered approach to community development that addresses the special needs of women both as a matter of equity and as a principal strategy in a child-centered approach.
- Significantly improve Save the Children's capacity to evaluate and document its programs.
- Encourage institutional partnerships and collaboration with indigenous and international nongovernmental organizations.
- Strengthen program management and staff training and capability.

The Matching Grant funded by USAID provided the external resources necessary to launch the Woman/Child Impact Initiative of Save the Children, and to operationalize the agencies strategic plan. It provided the resources for the planning and implementation of programs with greater emphasis on women focused and child centered approaches to development, and enhanced Save the Children's capacity to develop and implement quality programs with a measurable and significant impact.

The specific background and project context of each core country, and headquarters funded by the grant are elaborated in the text which follows.

II. PROJECT METHODOLOGY

The goal of the WCI project is to contribute to human development and the empowerment of woman and children as key participants in their communities' social and economic development. We are accomplishing this goal by building upon Save the Children's existing community development and Child Survival / MCH programs in four primary countries by (1) organizing and strengthening women's groups, (2) expanding their productive capabilities, (3) increasing the attainment of basic education and (4) leveraging resources through partnerships between SC field programs and local PVOs.

The WCI program will support expanded activities in economic development, education and natural resource management sectors, linking them with existing Child Survival/MCH programs.

In addition to supporting direct program interventions, the WCI program will assist Save the Children to further develop its capacity in three critical areas: impact evaluation, staff/organizational development and grant management.

The first six months of the grant were spent on preparing detailed implementation plans for the four primary countries (Bolivia, Bangladesh, Mali and Haiti), which began implementation upon approval in June (except for Haiti which remained in suspension until October 1992). All during the first year SC continued the process of reviewing and refining its strategic plan and program support systems.

Over the course of the past two years, the International Programs Department has been working to review and refine SC's international program strategy, foci and operations. Field offices have defined new program designs and engaged in new activities. The Department has developed four sector strategy papers to define agency and standards, and the technical teams have - as the Program Support Division - redefined their role.

The shift in program support emphasis is from tactical to strategic assistance. Examples include the Women/Child Impact Program, helping field offices refine their women and child focused program design and impact measurement systems; "Strong Beginnings," has done so for the new Early Childhood Development and Community Education Program; Health Unit efforts to support new directions in Maternal/Child Health, Family Planning and AIDS Prevention; and the Economic Development Unit's focus on high impact methodologies such as group guarantee lending.

There has been an on-going discussion on how to better achieve SC's mandate to have a measurable, positive and lasting impact on children, their families and communities. As a result of these discussions we have prepared papers on the four sectoral areas and seven discrete programming principles. These will help define our scope of work and enable us to focus our efforts in a more coherent manner. The major programming principles are:

1. child centeredness
2. women focus
3. sustainability and replicability
4. participation and empowerment
5. measurable and significant impact and knowledge generation
6. environmental soundness
7. mutual reinforcement and cross-sectoral integration

The four key sectors are:

1. primary health care
2. sustainable agriculture and natural resource management
3. economic productivity
4. education.

To reach a larger number of children, SC needs to move beyond the present geographic boundaries of our traditional scope of action and our current institutional linkages. By building stronger partnerships with other institutions, by developing innovative, replicable projects with a more significant and wider scale impact, we can gain access to the "second tier" of policy influence, documentation and dissemination of "lessons learned" to others.

III. MONITORING AND EVALUATION

Recognizing that improved systems for monitoring progress and measuring impact are directly related to improved program quality, Save the Children has put renewed emphasis on monitoring and evaluation systems. Using the Matching Grant, Save the Children has accomplished the following in the first year of the grant:

1. Developed a guide of critical indicators to measure achievement and effectiveness entitled: *Quantifiable indicators for planning and evaluating programs which make a difference in the lives of disadvantaged children*, which has been used by core and non-core countries in the program planning process to develop program objectives which are measurable and quantifiable for each key sector. Program evaluations in core countries of WCI grant will compare these objectives against achievement at mid-term and final evaluation, and monitor progress using these indicators. All indicators address gender concerns and will be disaggregated by gender.

The document was first used by core countries in the DIP planning process, and applied by all 37 international country programs during the annual Program Planning and Budgeting process. It is attached in the appendix for your reference.

2. The development of a Computerized Program Monitoring and Evaluation System (ProMIS) has been slower than planned. A mid-term evaluation of ProMIS found a need to re-examine the content, development process, application and use of ProMIS or PMIS (in Bangladesh) in monitoring and evaluating our programs. A meeting of field staff, home office staff, and an external consultant resulted in a defined time-line of activities for the completion of the following:

- the inclusion of input variables and output reports
- the facility to export all variables and outputs to other software
- the capacity for ProMIS to have multiple-user input capability
- a generic module to follow participation in economic development, agriculture, and education activities.

Additionally, the Program Support Division will invest in human resources. Home office is actively recruiting a program evaluation systems coordinator with skills in data management, computer systems development, data analysis and action research. And, program staff will focus efforts in strengthening the local capacity in field offices to analyze and use data in evaluation and action research, and link with local research institutions in strengthening this skill.

The specific monitoring and evaluation system employed by each core country is elaborated upon in Section IV. In these country reports, baseline data collection and methodology as well as individual sector indicators are also described.

IV. REVIEW AND ANALYSIS OF PROJECT RESULTS BY COUNTRY

The grant includes four primary countries, Mali, Haiti, Bolivia and Bangladesh, for focused program development. They were chosen because they are among the poorest and neediest countries in the world. These field offices have health and other program activities already operational and demonstrated competence in program management. Program plans and models built in these countries will be shared with other SC programs so that efforts can be adapted and replicated based on the experience of primary countries.

Other countries with a commitment to the objectives of the WCI program will benefit from regional resource sharing through "regional initiatives," training and technical assistance funded by the grant. Technical assistance, and regional initiatives are described in Section V of this report.

MALI FIELD OFFICE

Mali I. Background to Grant and Project Context

The first year of the WCI grant was also a year of great significance to the nation of Mali. From January to April 1992, the Malian people voted seven times, approving a new constitution, electing municipal and legislative representatives, and choosing a new president. The government has shown itself very open to NGO initiatives. GNP per capita was \$230 in 1988; the maternal mortality rate is 2000 per 100,000 live births. Mali's core problems of poverty, illiteracy, and poor infrastructure remain, and indeed the success of democracy will depend largely on progress made in these domains. The country has a 68% illiteracy rate - 76% for women, 23% net primary school enrollment for boys and only 14% for girls. Gender differences persist, notably in literacy and school enrollment rates. External funding was necessary for the Woman-Child-Impact initiative because local resources are few.

Mali II. Project Methodology

The role of the WCI project in SC/Mali is strategic and integrative, enabling staff to focus programming on women, to increase program benefits to children, and to improve demonstration of program impact. While WCI provides a relatively small portion of program funds (about 6%) and thus does not play a major role in implementation, it is SC/Mali's key funding supporting reflection and strategic planning. The project has taken a number of different approaches: staff retreats and round tables, extension work and training in villages, and study visits in the context of project planning. Almost all of these activities have involved more than one of the WCI key sectors (natural resource management, education, economic development) and often the health sector as well.

Mali III. Monitoring and Evaluation

Baseline data have been gathered in all three sectors (education, economic development, natural resource management). In natural resource management, monitoring of food security and cereal banks continued in pilot villages, and a workshop on erosion control established the profile of Kolondieba District's soil and water resources. SC/Mali shares with the newly-formed UCOVEC (a union of Kolondieba's village banks) the responsibility of monitoring pilot villages' economic status, as well as the situation of loans outstanding and savings accounts. In education, 1992 was the first year that end-of-course achievement tests were given to all literacy participants, which will help SC/Mali monitor program effectiveness. In November 1992, SC/Mali will begin a comprehensive baseline survey for the new subdistrict of Zantiebougou, which will include information on the educational level of each individual in the district, plus data on families' economic status.

The only target that has significantly changed over the course of Grant Year One has been that of adult literacy, which has been reduced from covering the entire project area (250 villages) to 15 pilot villages in each of six subdistricts. This has been mainly due to the difficulty in obtaining funding for adult literacy.

A new intervention, the Village School project (non-formal primary education), has set itself fairly modest goals for the first pilot year (three village schools with 180 students, including 90 girls), but SC/Mali intends to significantly expand these targets in years to come.

Input indicators--usually measuring participation--are clear for all three key sectors. Intermediate and impact indicators are still in the development stage. For education, simple measures of learner's achievement are in place for both adult literacy and the Village Schools, but tools to measure larger impact are still being developed. This impact may not be felt until well after the end

of WCI, but as literacy and school participation and achievement data will be retained, project effects can be tracked over time. Economic development indicators measuring the financial health of village credit/savings operations are in place, and indicators of the impact of loans and savings on individuals have been proposed.

Mali IV. Review and Analysis of Project Results

SC/Mali's WCI funds have provided the following inputs: 1) six sectoral assistants (two each in agriculture, economic development and literacy), three of whom are women; 2) trainings of villagers as credit managers and literacy trainers; 3) "meeting days" aimed at involving greater numbers of women in economic development activities; 4) post-literacy activities throughout the district; 5) some of the development of the field office's Program Management Information System (ProMIS); 6) study trips in Mali and abroad to support SC/Mali program development in credit, in early childhood activities, and in non-formal primary education.

Since WCI serves as a springboard for all SC/Mali programming, its target groups correspond with SC/Mali's broadest target groups, though care is taken to emphasize benefits to women and children. In education, the target group is potentially the entire population of the district (120,000 persons), divided into three broad intervention groups: adult literacy, non-formal primary education, and early childhood development. In economic development, the target population is economically active persons, especially women, in 23 pilot villages (50 by 1996). The natural resources target population is similar to that of economic development.

Broadly speaking, the SC/Mali office's first year WCI outputs and products have been the development of a Detailed Implementation Plan, the setting of a "gender baseline" and a strategy for increasing women's participation in SC/Mali activities (ongoing), and the elaboration of a comprehensive strategy for the education sector. The economic development sector has also made significant efforts in increasing the participation of women in credit and savings; today women's savings account for more than 50 percent of total savings. The role of SC/Mali's women's development agents has been revised, orienting them more closely into the promotion of SC/Mali's integrated development strategy. A number of women's productive activities, such as food processing, have been restructured so as to be more efficient and profitable to the women's groups.

Two Mali field office program staff attended the Women/Child Impact Workshop at SC Headquarters in July 1992.

Education

Stemming from the DIP planning exercise, the Mali FO has moved forward on education initiatives. The Village School program has successfully trained teachers, started three pilot Village School projects which are going out of their way to make village-managed and village-financed primary education a success. As a complement to this, SC private funds ("Special Cash Gifts") have been used to set up a revolving fund for primary school construction; this fund will be managed by the village banking system set up under the credit sector. The field office is working to organize a national level consortium of NGOs active in education.

One Malian child in five starts primary school, and fewer than one in ten finish it. These percentages are lower for rural Mali. A primary school built to the prevailing standards costs about \$50,000, far beyond the means of most communities--and of the Government of Mali. For these reasons, SC/Mali launched the pilot program of Village Schools, constructed by the community. Teachers for these schools are recruited from the villagers (usually they have previously been literacy trainers). In the first group of teachers, there are ten men and two women (which is reflective of the respective literacy rates by gender).

In addition, in this sector, a curriculum revision took place; a preliminary early childhood strategy was developed to begin with participatory research in 1992-93 (funded by WCI); the second year curriculum for adult literacy was elaborated; SC/Mali became the leading participant in the evolving *Groupe Pivot/Education* (consortium of NGOs active in basic education in Mali).

Economic development

A savings account was established in the name of UCOVEC (the union of village banks); negotiations were underway for UCOVEC's first commercial loan; a revolving loan fund was established for school construction; women's *karite* (shea nut) presses were reorganized to reduce breakdowns and increase profitability.

Natural resource management

The internal evaluation of first year of erosion control took place; 23 wells and 3 small dams were completed; SC-trained well-digging teams are being transformed into small enterprises.

The narrative above describes the outputs achieved in the first year from the detailed implementation plan, which includes a list of proposed activities by year for the life of the grant (see below). The specific outputs achieved in Year One as per that table are listed below:

<u>Specific Outputs Achieved</u>	
<u>Proposed</u>	<u>Actual</u>
Outside technical assistance	T. A. visits made as requested
New WID strategy developed	Done
Women's needs assessment	Carried out
Annual planning	Done
Annual internal evaluations	Done
Child Survival funding (pending approval)	Approved and starting in FY 93
<u>Natural Resource Management</u>	
See table below for details on proposed activities	All subsectoral activities carried out
<u>Education</u>	
See table below for details on activities	All subsectoral activities carried out

Effect on Target Groups:

WOMEN: Increased availability of women's literacy centers (in which women learn more effectively than mixed centers); increased emphasis on women as literacy trainers; increased lending and savings opportunities;

GIRLS: Village school program designed to promote girls' attendance (limited hours, village-based rather than far from home, gender parity a precondition); early childhood research will explore gender differences in child rearing.

BOYS: Increased educational opportunity through village schools.

Problems Encountered:

Increasing women's participation is a slow process in patriarchal Bambara society, particularly when the NGO treats villagers as partners, and does not dictate to them.

Women's illiteracy is a major obstacle to women becoming decision makers--currently only one woman in twenty is literate. Thus SC/Mali has increased its emphasis on women's participation in literacy activities, and has adopted the strategy of transforming mixed literacy centers into separate men's and women's centers.

Impact on Local Institutions/Policy, & People Outside the Project:

UCOVEC (union of village banks) has been officially incorporated and recognized, and is about to apply for its first commercial loan. This is a big step toward institutional sustainability. SC/Mali and UCOVEC are virtually the only source of credit to women in the district, and are proving to local authorities that women are excellent credit risks, with one hundred percent repayment so far.

The Village School project is being closely watched by local and regional education authorities, who have recently been given responsibility for enhancing the educational opportunities of out-of-school children.

SECTOR/ACTIVITIES

	1 9 9 2			1 9 9 3			1 9 9 4			1 9 9 5			1 9 9 6						
	A-M-J Hot	J-A-S Rainy	O-M-D Harvest	J-F-M Dry	A-M-J Hot	J-A-S Rainy	O-M-D Harvest												
1. GENERAL																			
Outside technical assistance			XXXXXX	XXXXXX			XXXXXX	XXXXXX			XXXXXX	XXXXXX			XXXXXX				
New WID strategy development	XXXXXX	XXXXXX																	
Women's Needs Assessment			XXXXXX																
Greatest SC/M field activity			XX	XXXXXX	XX		XX												
Annual internal evaluations	XXXXXX				XXXXXX							XXXXXX							
Annual planning		XXXXXX				XXXXXX					XXXXXX				XXXXXX				XXXXXX
Midterm and final evaluations									XXXXXX										XXXXXX
Child Survival 8 (pending approval)			XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX				XXXXXX
2. NATURAL RESOURCE MGMT																			
Baseline survey	XXXXXX																		
Food security survey		XXXXXX					XXXXXX												
Grain bank loans			XXX																
Granary constructn trainings				XX															
Gardening trainings/loans			XXXXXX				XXXXXX				XXXXXX			XXXXXX					
Gardening planting			XX				XX				XX			XX					
Gardening harvesting				XXX			XXX				XXX			XXX					
Wind erosion	XXX			XXXXXX	XXX														
Wind erosion control works		XXXXXX					XXXXXX												
Erosion control training			XXXXXX				XXXXXX				XXXXXX			XXXXXX					
Rain erosion control works	XXX																		
Only awareness-raising re erosion				XXX															
Applied literacy trainings/Agric			XX	XXXXXX			XX	XXXXXX				XX	XXXXXX			XX	XXXXXX		
Wells construction				XXXXXX															
Small dams construction				XXXXXX															
3. ECONOMIC DEVELOPMENT																			
Savings promotion	XXXXXX		XXXXXX	XXXXXX	XXXXXX		XXXXXX												
Grain bank loans			XXXX				XXXX				XXXX			XXXX					
Agricultural loans				XXXX			XXXX				XXXX			XXXX					
Small enterprise loans				XXXX			XXXX				XXXX			XXXX					
End of community funds fiscal yr				X			X				X			X					
Applied literacy trainings/EcDev			XX	XXXXXX															
4. EDUCATION																			
Needs assessmt/lit ctr constructn			XXXXXX				XXXXXX				XXXXXX			XXXXXX					
Refresher trainings/lit trainers			XXXXXX				XXXXXX				XXXXXX			XXXXXX					
Annual basic literacy campaign	XX			XXXXXX	XX														
Analysis of literacy data		XXXXXX					XXXXXX												
Applied literacy trainings			XX	XXXXXX															
Primary school construction				XXXXXX															
Promotion of girls' schooling		XXXXXX					XXXXXX												
Workshop on appropriate education		XXXXXX																	

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HAITI FIELD OFFICE

Haiti I. Background to Grant and Project Context

The Woman/Child Impact (WCI) program in Haiti was adversely affected by the September 29, 1991 military coup. Activities were disrupted in the first quarter due to political instability and instructions from AID to temporarily suspend program implementation activities.

However, by the second quarter, the Haiti Field Office (HFO) was able to produce the WCI detailed implementation plan. When other primary country DIPs were approved, Haiti's program was again suspended in early June. A decision was reached by AID to include this grant under the expanded humanitarian assistance program in Haiti and HFO was authorized to begin implementation on October 2, 1992.

While suspension of Matching Grant funding stopped some activities, HFO laid the foundations for a Women Child Impact Program with its available financial and human resources. Notable progress was made in staff training, planning of water construction projects, small-scale mango drying enterprise, promotion of traditional home gardens and women's credit.

Save the Children's Haiti Field Office implements an integrated, community-development program in Maissade, located in the Central Plateau. SC began work in January 1986 focusing on soil conservation and micro-watershed planning. Child survival activities including vaccination, oral rehydration therapy and promotion of family planning were added in late 1986 and a nutrition component expanded under a Vitamin A grant in 1988.

Activities are carried out with community groups, including 130 groupement (small mixed-sex groups characterized by a loose association of about 10 people with pre-existing relationships) and 57 women's clubs. Groupement members have formed six umbrella organizations called "associations." Groupement were formed around soil conservation/agroforestry activities and women's clubs around health activities. Women make up 34% of groupement membership, yet SC's agriculture strategy did not take into consideration the particular role which these women play within the groupement nor in general in agriculture.

A program focusing on women was especially appropriate in Haiti given that it has one of the Caribbean countries' highest rates of women-headed households, that the maternal mortality rate is 340/100,000, that 68% of women are engaged in agriculture activities, that 78% of women are engaged in petty commerce, that rural women work an average of 12-13 hours per day and suffer from poor nutritional status, especially considering that women are responsible to a great degree for the education and health care of their children.

During needs assessment meetings and annual congresses members of women's clubs have themselves called for increased technical assistance to improve agriculture production, literacy and access to credit. The women have also consistently called upon all women in the Maissade Commune to organize themselves to "build a chain of solidarity." Organization of women's clubs in Maissade has enabled women to speak out publicly on issues concerning them including a demand for increased support and respect from men.

While Save the Children in Haiti had a large portfolio of agriculture/natural resource management and health activities, the WCI program filled a need to strengthen the education and small-scale enterprise sectors which until now, never received substantial funding nor human resources to perform substantive work. The program also fills a need for HFO to integrate sectoral activities better as a synergistic response to its mission of making lasting, positive changes in the lives of disadvantaged children.

Haiti- II. Project Methodology

The grant project goal is to contribute to human development and the empowerment of resource-poor women and children as critical participants and beneficiaries of their community's social and economic development.

Key sectoral objectives include increasing food security and income from improving agriculture production, increasing numbers of children, especially girls who enroll and complete primary school, improving the quality of primary schools, increasing families' knowledge of early childhood development, increasing literacy among women, increasing the number of functioning women's clubs and increasing women's income through access to credit and small-scale enterprise.

All project activities will increase the participation of women as leaders, decision-makers and beneficiaries. Functional literacy training will allow women to improve their self-esteem, give them access to information and entrepreneurial skills. Credit and small-scale enterprise activities will be implemented through the existing organizational structure of women's clubs. Annual area-wide congresses will allow women to publicly voice their concerns. Male SC project staff will work to sensitize men to the importance of women's empowerment. Women's clubs will increase from 53 to 200 reaching approximately 3,000 women.

Local women leaders will emerge within the clubs and receive training from SC staff and outside specialists. Completion of a study on rural women's role in agriculture will result in modifications to the agriculture sector which will increase benefits to women both directly and indirectly. (to be funded by WCI).

Target groups include

- 5,166 children 0-4 years of age (2,479 girls, 2,692 boys)
- 9,483 children 5-14 years of age (4,639 girls, 4,844 boys)
- 10,464 women 15-49 years of age.

Women from Maissade's women's clubs have already participated in needs assessment exercises through:

- Monthly club meetings held with 57 clubs since 1990.
- Annual district-wide congresses of delegates held in August 1992.
- Annual Maissade Commune-wide Women's Club congresses held in June 1991 and August 1992.

Women beneficiaries perform training of other women. For example, under the supervision of SC staff, the urban women's club trained 22 rural women's club delegates in solar drying technology in October 1992. During a nutrition training in September 1992, focus groups with women's clubs enabled SC staff to develop revised appropriate nutrition education messages. Women and men of groupement and women's clubs will participate in rapid appraisal activities with SC field staff in FY 93.

In general, despite the military coup, progress was achieved for activities not directly funded by PG II. Sustainable agriculture/natural resource management and credit activities took place, although they were limited in scale. Education sector activities were the most affected as literacy and primary school improvements are 100% dependent on Matching Grant.

Haiti III. Monitoring and Evaluation

The only significant addition to what was previewed in the DIP was the production in September 1992 of a document on women's club organization in Maissade: activities to date, profile of current members and recommendations for future organization by the women's organizer/trainer (expatriate anthropologist). This document will be valuable as a "baseline" to monitor women's empowerment activities.

Haiti IV. Review and Analysis of Project Results

Progress was made towards retraining field staff to focus energy and activities on the goal of helping to make lasting positive changes in the lives of disadvantaged children. From January 15-16, 1992, 13 field staff (9 men, 4 women) participated in a two day-seminar on Women/Child Impact and helped to develop the detailed implementation plan. From April 28-29, 1992, seven sustainable agriculture/natural resource management staff (seven men) evaluated sectoral activities and made detailed plans for the remaining fiscal year. From April 22-25, four animatrices (all women) were trained by the SA/NRM coordinator for 2.5 days in community development and community organization techniques.

A WCI conference held by SC Headquarters in Fairfield, CT for one week in July 92 was attended by a Co-Field Office Director the Health Coordinator.

In September 1992, all Maissade program field staff (19 women, 35 men) participated in a two-day evaluation/planning workshop focusing on SC's mission and Women Child Impact.

Women's Empowerment Strategy

One monthly meeting was held with 57 women's clubs (excluding the post-coup period of October - December, 1991). One training session was held on February 12, 1992 for 20 peasant association committee members (19 men and one woman) on organizational structures including analysis of committee organigrams.

From June 10-12, four animatrices and three nutrition educators (all women) received training from CARE health educators in adult learning principles. Four smaller area-wide congresses were held in August 1992 with all women's clubs to prepare for a Commune-wide congress. One annual women's congress was held on September 25, 1992. A semi-professional video was made of the event during which women's delegates made presentations of their needs assessment meetings, and performed songs, dances and skits.

Sustainable agriculture/natural resource management

Due to the drought is lowering the sorghum harvest and skyrocketing basic food prices in Maissade because of the embargo, SC organized an emergency corn subsidized sale program, working with the French government. This program strengthened peasant associations who received 1,474 50-kilogram sacks of corn from the French. These were sold at reduced prices to 3,000 people in July 1992. Profits were used by the various groups to purchase grain to stock community silos, begin a women's credit program (see credit sector below for description) or improve community infrastructure (school construction, electrification of urban areas).

Sectoral activities continued with other sources of funding during the report period. In agro-forestry, tree nurseries were established including 3,215 papayas produced by seven women's clubs. In addition, tree planting was done by peasants and three training sessions on agro-forestry were held with 24 peasants. In the area of food storage and preservation, silos were constructed and training sessions with 12 men peasants were held on financial recordkeeping. In the area of

soil conservation, major emphasis was placed on training sessions on construction and use of A-frame (100 peasants), ravine treatment (150 peasants), live fencing (130 peasants). In fields, hedgerows, live fencing, and anti-erosion berms of stone were established. In ravines, checkdams were built. In horticulture, market gardens with western-style vegetables (carrots, tomatoes etc.) were established; however, an analysis of revenue generated compared to time, labor and inputs used, led staff to abandon this strategy in favor of promoting traditional home gardens.

In January 1992, 14 staff members (ten men, four women) were trained to recognize existing traditional home gardens and make preliminary assessments of production and cultural practices used for these gardens. Results of this session were used by the two SC agronomists to develop a detailed observation guide of traditional home gardens. In July 1992 a rapid assessment survey of traditional home gardens using an observation guide was completed by multidisciplinary teams of SC employees including agriculture extensionists, nutritionists and women's club organizers (animatrices). Four teams visited ten gardens located in different ecological zones throughout the Commune. In August 1992 a session was held with survey participants to analyze results and formulate detailed traditional home garden objectives for FY 93 to improve production.

The subsector of water resource management was disrupted because funding for the water project from USAID was suspended throughout much of the year. In April 1992 SC received special permission to complete work on one installation begun before the military coup. In August 1992 the project restarted as part of the expanded humanitarian assistance program.

In the subsector of animal husbandry a very limited number of activities took place, since this subsector is directly funded by PG II. Nevertheless, cattle and pigs were vaccinated (benefitting 47 male farmers), as well as spraying and deworming of animals (benefitting 406 male farmers). Staff used up the pre-coup stocks of vaccines.

A study on Women's Participation/Benefits from SA/NRM Activities was not undertaken because it was to have been funded directly by Matching Grant.

Economic Development

In the credit program four animatrices (all women) received training in the credit strategy during the third quarter. 32 women's club delegates (32 women) received training in June 1992 in the credit strategy and project feasibility facilitated by the credit agent and four animatrices. Sixteen women's clubs with 259 members (259 women) received 15,419 gourdes in loans by June 30, 1992. The first reimbursement is scheduled for November 1992. Assessment of the groups to date show that three projects did not succeed (although the groups are expected to repay the credit on schedule). Agriculture loans given in the past have been included in the credit agent's portfolio and management of these loans improved as repayment schedules are now being respected.

One unexpected activity during the year was the decisions of three peasant associations who, after observing SC's program of credit to women, decided from their own revolving funds to lend to women members of their association (benefitting a total of 120 women). Although the associations set their own standards for the credit, they were assisted by SC's credit agent. Staff are interested in exploring a potential role by the associations to manage a totally independent credit fund under the supervision of SC but with no funding or repayment to SC. The social pressure to reimburse to a community-managed and controlled credit fund seems to lead to better repayment rates. Evaluation of the pilot program and elaboration of a strategy for the larger credit program are planned for November 1992.

Activities under the small-scale enterprise project were disrupted in part because of its reliance on funds which were suspended and the workshop facility was incomplete. However, by 1992 mango season, construction of portable dryers using other funds enabled the urban women's group to dry

225 kilos of mangos. The urban mango workshop was completed and VITAL will be giving funds for additional equipment. Forty portable dryers were constructed for outlying women's clubs. Women's club delegates (22 women) from rural women's clubs were trained by the urban women's group. VITAL provided technical assistance to revise the quarterly Vitamin A consumption survey, the first of which will be conducted the week of November 16.

Education

This sector suffered the most from suspension of PG II funds as the planned personnel (education sector coordinator, literacy consultant, literacy monitors) could not be hired. However, existing staff performed baseline studies of primary schools throughout the Maissade Commune.

In the subsector of primary education, in January and June 1992, surveys of all Maissade primary schools were performed following guidelines from SC Headquarters. Overall enrollment of girls attending primary school in the Commune is 46%. However, the percentage of girls attending goes from 48% in the first year to 41% in the last grade. Schools were also assessed for presence and quality of physical amenities (buildings, latrines, water source, lunch service, sports field, library). In June, all teachers were interviewed to determine their formal education level and in-service training received to date.

In the subsector of functional literacy no activities were undertaken due to suspension of funds.

In early childhood development, 31 health staff (10 women, 23 men) received follow up training in use of UNICEF's Konesans Fanmi Se Lespwa Timoun (family knowledge is the hope of the child) health and child development materials. The two-day session took place from March 10-12.

Specific Outputs Achieved

As mentioned above because only grant planning activities were funded in the first year from the WCI grant, other funding sources were used to implement the sectoral activities proposed in the DIP. The status of planning activities financed by the grant is given below:

<u>Proposed</u>	<u>Actual</u>
Retraining staff on SC/WCI goals, objectives/ integration of sectors	Carried out through DIP and other workshops
Baseline study -rapid appraisal	Not yet done
Planning meetings with clubs - needs assessment - sharing survey info	Done
Gender analysis training	Not yet done

For the period of the report HFO was unable to accomplish the following activities: hiring of 6 new animatrices, hiring of an education coordinator, organization of new women's clubs, holding of a staff training of trainers, staff visits to Francophone SC field offices, refining all monitoring systems. The differences occurred either because of:

- a. political instability after the September 29, 1991 military coup which affected security of both SC staff and peasant beneficiaries, caused disruption of community meetings, especially between October and December 1991.

- b. suspension of all USAID program implementation activities from October 15 - November 16, 1992.
- c. uncertainty whether Matching Grant would be included under the humanitarian assistance program in Haiti.
- d. Co-Field Office Director in charge of WCI being asked to leave the country for a period of two months.
- e. Suspension of Matching Grant funds for Haiti until October 2, 1992 and inability to hire certain key staff.

Now that the grant is approved for Haiti and barring further major political and social unrest, the activities described in Haiti's DIP will be implemented by the end of the project although the timeframe will be changed. Although hiring of the new education coordinator was not possible until now, HFO began the recruitment process a month ago and can now immediately begin interviewing candidates.

Effects on Target Groups:

The effects on target groups are mentioned above under each subsectoral activity and are disaggregated by gender.

Impact on local institutions, local policy and outside people:

From April 15-16, Co-Field Office Directors and the Health Coordinator participated in a seminar entitled "Health and Participation" funded by the Centre de Recherche pour le Developpement International and organized by a local research institute. This seminar was attended by USAID officials, UNICEF representative, WHO/PAHO officials, major PVOs. SC presented a case study of the organization of women's clubs in Maissade.

CALENDAR OF ACTIVITIES

FISCAL YEARS

Sector/Activities	1992				1993				1994				1995				1996			
	O-N-D	J-F-M	A-M-J	J-A-S																
1. GENERAL																				
Retraining staff SC/HCI goals objectives/integration of sectors	XX	XX	XX																	
Baseline study - rapid appraisal				XX	XXXXX	XXXXX	XXXXX													
Planning stgs w/clubs-needs assessment-sharing survey info							XX													
Staff TOT								XX												
Staff visits - Haiti/francophone SC									XX											
Summary baseline info to date/doc		XXX	X																	
Gender analysis staff tng					XX															
Gender analysis monitoring					X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Documentation and studies						XX				XX										XX
Mid-term and final evaluation																				
Organization new women's clubs						XXXXX	XXXXX													
Leadership tng club delegates							XX	XX			XX				XX	XX				XX
Development all sectoral monitoring systems			XX	XXX					XXXXX	XXXXX	XXXXX									
Subregional organization of 4 umbrella women's associations																				
Annual congress clubs/groupees																				
Interregional exchanges club delega							X				X				X				X	
Hire 6 female animators																				
Mid-term and final evaluations																				
OIP planning and development	XXXXX	XX																		
2. EDUCATION																				
Hire/train educ sect program office																				
T.N. visit																				
Hire consultant/development of functional literacy program																				
Hire/train 15 literacy animators								XX	XX											
Teacher training w/FONHEP									XX											
Construction 6 schools																				
Students clubs purchase materials																				
Functional literacy 6-mo. cycles									XXXXX	XXXXX										
Staff retraining UNICEF materials																				
Clubs complete UNICEF tng cycle.									XXXXX											
3. SUSTAINABLE AG/NON																				
Design/implem of study of women's participation in agro																				
Establishment tree nurseries																				
Production/planting trees/farmer site assessments																				
Training programs agroforestry																				
Field-based soil conserv tng (6/yr)																				
Seminars groupees leaders																				
Planting hedgerows																				
6 silos functioning	XXXXX																			
Tng sessions silo managers/committe																				
Complete aimed garden study																				
Develop extension strategy for a.g.																				
Training sessions a.g. held																				
Water site assessal study completed																				
Improvement 50 water sites																				
Tng in water sanit/committee org.																				
Tech/vaget tng of colvolvets																				
4 pharmacies functioning																				
4. ECONOMIC DEVELOPMENT																				
Evaluation pilot credit strategy																				
T.A. for detailed credit strategy																				
Creole-language credit annual prod																				
Training sessions for field staff																				
Clubs trained/loans given																				
Credit committees organized																				
Completion central solar dryer																				
ODRt training workshops																				
Club delegs trained to use dryers																				
Construct portable dryers																				
Production dried mangoes																				
Quarterly consumption survey																				

MB

Seasonally

BOLIVIA FIELD OFFICE

Bolivia I. Background to Grant and Project Context

SC/Bolivia (SC/B) applies WCI funds to increase the involvement of women in program design and implementation, to promote better organization and training for women to improve their and their children's living conditions, and to raise their level of influence within the family and the community. Another use of program funds will be to strengthen the SC/B's focus on children.

The WCI grant is closely related to sectoral activities funded by other sources. It plays a catalytic role. The SC/B will attempt through the life of the grant to modify the situation of women through a strategy reinforcing the participation of women in activities that will promote their self-confidence and the recognition of their role within the family and the community. Within the Bolivia field office program, the WCI grant focuses on two sectors:

Economic development: To encourage economic activities for women in order to increase family incomes and the availability of goods and services.

Education: To improve the quality of elementary education in rural areas; to increase literacy levels; to increase school attendance and rates of completion for both boys and girls; to train women on topics related to their own well-being; and to influence the Bolivian Ministry of Education's policies for the rural areas.

Bolivia is one of the poorest countries in Latin America, with a GNP per capita of \$620. The infant mortality rate is 102 per 1,000 live births; the maternal mortality rate is 750 per 100,000. Sixty percent of children who enroll in grade one reach the final grade of primary school. Due to cultural factors, women's activities are subordinated to men's decisions. This discrimination originates in the lack of social recognition of women's work and denies women the opportunity to occupy leadership positions or to have a level of education that enables them to promote positive changes in their way of life or that of their children.

Bolivia II. Project Methodology

Community women have been involved in the development of the WCI program in Inquisivi before the program was even funded. The WCI program was developed to respond to the expressed needs and felt interests of community women that arose from work that began during the MotherCare project (Project *Warmi*). Through Project *Warmi*, women's groups were organized whose members then carried out an intensive analysis of their maternal and neonatal health problems using a participatory research approach known by SC/B as the "autodiagnosis." This group process led to priority being given to maternal and neonatal health issues in each community. This resulted in the women's growing awareness of the need for literacy in order to have access to information, and economic opportunities to increase family income, which could help them solve some of these problems. Thus, a women's health project (*Warmi*) informed the DIP process to strengthen an education and production/credit program (WCI).

SC/B's strategy is to continue to strengthen these women's groups and women leaders through a variety of cross-sectoral activities including:

- maternal and child health interventions (several groups are participating in the development of educational materials for women and mid-wives, other groups have planted communal gardens to improve family nutrition and raise income for the group to serve as an emergency fund, and the like). (Under the *Warmi* project).
- the design, validation and implementation of a rural women's credit program (Under WCI).

- training in improved agricultural production and agroecology (Proposal presented to the government of Bolivia).
- training in the management of community credit committees (WCI).
- assisting in strengthening contact with women's groups through a national union (*sindicato*) of women. (Private funds).
- several women's groups have begun to plan exhibitions of their local produce, handicrafts and other group achievements to neighboring communities (a community initiative).

Thus there is much cross-sectoral cross-fertilization, integrating all the projects of SC/B into a more coherent whole.

Bolivia III. Monitoring and Evaluation

There are quarterly cross-sectoral evaluations and planning meetings in each zone which include the WCI projects. In addition, an evaluation is planned around April 1993 for the pilot credit projects in the first five communities. The results will be used in planning the expansion of the credit program to 20-50 WCI communities.

Bolivia IV. Review and Analysis of Project Results

During the first year of the grant, the Bolivia field office held a DIP planning workshop and prepared the DIP. Part of this process was an effort to deal with cross-cutting issues like integration of sectors, programmatic focus on women and children, sustainability and measurability of activities. One WCI staff member from the Inquisivi impact area attended the WCI Workshop in Headquarters in July 1992. The WCI program in Bolivia encompasses two sectors, education and economic development. The report covers activities during the report period in those sectors.

Education

Literacy: A formal agreement was signed between SC/B and SENALEP, the national branch of the Bolivian Ministry of Education and Culture (MEC) for literacy. The agreement defines the roles and responsibilities of each institution, and includes a commitment to joint quarterly evaluation and planning meetings. Literacy activities began with a training of trainers (SC/B staff) course facilitated jointly by SENALEP staff and the SC/B Education Advisor. Eleven communities were selected for the first cycle of literacy training. Two women per community were selected to serve as volunteer literacy trainers. A census was begun by SC/B field supervisors in each of the eleven communities to determine how many adults were illiterate and how many would be interested in literacy training.

BASELINE CENSUS: LITERACY--FIRST PHASE COMMUNITIES (1)

COMMUNITY	% CAN READ		% CAN WRITE		AV GRD COM	
	M	F	M	F	M	F
CHARAPAXI	33*	41	33*	41	1	0.6
CHOROCONA	100	79	100	76	2.2	1.9
ESPIGA PAMPA	88	70	88	70	4	3
LACAYOTINI	92	57	92	57	7.3	3
LICOMA	84	54	84	54	4.7	3.1
PENCALOMA	100	32	100	32	4.6	1
PULCHIRI	83	61	83	71	5.3	2
SIQUIMIRANI	90	43	90	43	2.5	1.5
SITA	32	60	32	60	1	3.3
SURI	86	72	86	72	4.9	4.5
VILACOTA	91	47	91	47	4	1.5

NOTE: THE TOTAL NUMBER OF WOMEN OF REPRODUCTIVE AGE WHO HAVE NOT ATTENDED SCHOOL AND WHO CANNOT READ AND WRITE IS 123.

*Only 3 men interviewed.

New School or Multigrade School (PEM): A formal agreement was signed between SC/B and "P.E.M.", the national branch of MEC for the Multigrade School Program. The agreement defines the roles and responsibilities of each institution which includes joint quarterly evaluation and planning meetings.

Training workshops in PEM were carried out with the participation of 106 rural teachers from 5 "nuclear" administrative school units. The educational baseline study was completed. The study includes the number of children attending the 56 sectional schools pertaining to the 5 nuclear schools, classified by grade and sex. Also included is information on the teachers, including number, educational level, years of experience, sex, and whether they are trained or untrained as teachers.

Summary baseline data are given below on students and teachers in Inquisivi province, as well as illiteracy data from the first of 11 communities identified to participate in literacy education. Community literacy data were collected through a house-to-house census.

BASELINE ELEMENTARY SCHOOL REGISTRATION DATA: INQUISIVI (DATA SUMMARIZED BY SUBZONE, GRADE AND SEX)

SUBZONE	PRE/KINDER		1ST GRADE		2ND GRADE		3RD GRADE		4TH GRADE		5TH GRADE		TOTAL		TEACHERS	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
LICOMA	20	11	81	74	57	57	54	42	34	22	34	29	280	235	13	4
SURI	3	7	55	55	65	37	52	19	39	20	35	22	249	160	9	5
SITA	5	6	134	118	64	66	70	62	40	28	41	27	354	307	23	1
CAPINATA	0	0	62	64	31	31	28	31	29	27	30	26	180	179	11	3
TITIANAYA	37	35	47	54	48	47	32	23	24	19	18	7	206	191	11	4
TOTAL (54 SCHOOLS IN 5 NUCLEI)	65	59	379	365	265	238	236	183	166	116	158	111	1269	1072	67	17

Follow-up visits were made to four pilot schools and two other schools to assess whether teachers were applying the PEM methodology and to gather statistics on student attendance.

Architectural plans were presented to the Bolivian Social Investment Fund (FIS) to improve the infrastructure of six model schools.

Expanded Economic Opportunities for Women

Credit targeted to women is a new activity for SC/Bolivia and as such, the field office outlined in the DIP the need to undertake a baseline study of credit and economic opportunities for women in the impact area. To carry this out, a contract was signed with the local consulting organization COPRINCO.

As of the end of the report period, in collaboration with SC/B La Paz and field staff, COPRINCO has:

1. Designed the initial survey instrument.
2. Visited the impact area to interview women's groups, individual women, and SC/B staff.
3. Presented a report of results.
4. Visited other projects/programs with experience in credit for women to gather information on successes and failures.
5. Designed forms for collection of data related to production costs and markets.
6. Designed form for potential project outlines.

SC/B is considering including a demonstration component in the credit program. These funds will be used to finance demonstration projects and local technical assistance start up activities which were not identified by the women themselves, but which SC/B and COPRINCO will identify as potentially viable. The field office does not want women responsible for loans for projects which they did not initiate. Once success has been shown in these demonstration projects, future disbursements will fall under the norms for credit (100% repayment with interest).

Specific Outputs Achieved

The detailed implementation plan contains the proposed targets for the life of the grant which are included in the table at the end of this section. The first year achievements are given below:

<u>Proposed</u>	<u>Actual</u>
Baseline study completed	In process
Organization and coordination activities in process	Ongoing
Initial personnel training completed	In process
Follow-up and monitoring begun	Begun and in process
Local and external Technical Assistance completed	External T.A. completed - Local T.A. in process
Economic opportunities and credit study completed	In process

All delays were caused by personnel and management problems, all of which have now been resolved. (See section Problems Encountered)

SC/B plans to meet all final project objectives.

Effect on target groups disaggregated by gender

All the activities in Year One have been start-up activities: signing of agreements, studies, training of trainers, etc, as noted above. Therefore, it is too early in the project to expect any measurable effect on target groups.

Problems encountered and how they have been addressed

The main problem has been in getting the project started. This is attributable to weak project management at the beginning of the year. This problem has been addressed by not renewing the contract of the Project-In-Charge when it expired in June, and by shifting the field educator to another project. The organigram and the lines of communication in this project have been simplified. One of the Co-Directors of SC/B has taken on the overall management of this project.

The credit component was badly promoted in some communities, leading them to believe that they would be receiving credit immediately. One community has virtually removed itself from the project due to the dashing of its raised expectations. This has been resolved by clarifying the methodology of the credit component. As mentioned above, those responsible for the miscommunication are no longer on the project.

The credit study experienced start-up problems due to inappropriate staffing on the part of COPRINCO. This was resolved when COPRINCO agreed to replace the staff in question.

The materials for the PEM training were not printed in time for use in the teacher workshops, leading to complaints by teachers that they cannot implement the methodology without materials. (The printing of materials is the responsibility of the MEC). This is not only a problem, but also an opportunity, for the complaints show that the teachers have not understood that PEM has much more to do with a change in attitude among the teachers than with materials. This has shown SC/B where to place the emphasis in future teacher training workshops.

Impact on local institutions

SC/B considers the two educational components (literacy and PEM) to be closely inter-related. As a result, SC/B has initiated coordination meetings with SC/B, PEM, and SENALEP. Although PEM and SENALEP are both part of the MEC, this is the first time these two branches have coordinated activities. SC/B believes that this coordination will strengthen the two branches and the MEC as a whole.

The educational baseline study was shared with the MEC for incorporation into their statistics.

The construction component is a collaboration between the quasi-governmental organizational FIS (financing), SC/B (architectural studies), and the local NGO Action for One More Teacher (*Accion Por Un Maestro Mas*) (construction). The successful completion of the construction will lend credibility to both FIS and *Accion Por Un Maestro Mas*, and could lead to more collaboration between these two organizations in the future.

The local consulting organization COPRINCO is gaining experience in rural credit for women, which is rare in Bolivia. (See Unintended Effects below).

Unintended Effects

One surprising finding to date is that there are very few experiences in Bolivia with women's credit in rural areas. There are quite a number of urban and peri-urban women's credit programs, but the situations in which they are working are quite different from that of Inquisivi Province. Therefore, successful completion of the credit/economic opportunities component could have the effect of encouraging similar projects in rural area all over Bolivia, thus greatly increasing the amount of indirect beneficiaries.

ACTIVITIES CHRONOGRAM

SECTORS/ACTIVITIES	Y E A R																	
	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
EDUCATION																		
11. Baseline study	////																	
12. Organiz. & coordin.	////																	
13. Personnel training	////////	////////		////			////			////			////					
14. Execution of activ.	////////	////////	////////	////////	////////	////////	////////	////////	////////	////////	////////	////////	////////	////////	////////	////////	////////	
15. Follow-up & monitoring	////////	////////	////////	////////	////////	////////	////////	////////	////////	////////	////////	////////	////////	////////	////////	////////	////////	
16. Process evaluation			////			////			////			////			////		////	
17. Mid-term & final evaluations						////											////	
18. Local & external technical assistance	////		////			////			////									
ECONOMIC DEVELOPMENT																		
11. Econ. Opportunities and Credit Needs study	////																	
12. Organiz. & coordin.	////																	
13. Personnel training	////////	////////					////			////			////					
14. Execution of activ.	////////	////////	////////	////////	////////	////////	////////	////////	////////	////////	////////	////////	////////	////////	////////	////////	////////	
15. Follow-up & monitoring	////////	////////	////////	////////	////////	////////	////////	////////	////////	////////	////////	////////	////////	////////	////////	////////	////////	
16. Process evaluation			////			////			////			////			////		////	
17. Mid-term & final evaluations																		
18. Local & external technical assistance	////		////			////			////									

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BANGLADESH FIELD OFFICE

Bangladesh I. Background to Grant and Project Context

Poor women and their children are the key target group of the integrated community development program of Save the Children in Bangladesh (BFO). This target group is considered the poorest of the poor, most vulnerable to malnutrition and diseases, and with little or no access to resources. In Bangladesh, working with poor women through savings groups has been very effective in increasing their ability to gain access to resources, knowledge and enhancing their capacity to improve their and their children's lives. Also, income earned and knowledge gained by women are more likely to be beneficial to the family than that gained by men.

The BFO acts both as an implementing and as a partnering agency following a "two tier model". Community based programs are currently implemented in 39 villages covering a population of about 15,000 (Tier I). By the end of FY93, the BFO plans to be working with about 560 active women's savings groups with over 10,000 poor women participating. In addition, the BFO is engaging in and disseminating results of research to more fully measure the impact of its programs and approaches, and is developing linkages with government and other development agencies (Tier II). This approach enables the BFO to actively address poverty in Bangladesh while simultaneously participating in and contributing to discussions at the national level on poverty alleviation.

The BFO's objectives under the WCI grant are to strengthen sectoral integration of program components and enhance the behavioral sustainability among the members of women's savings groups through training and capacity building. The grant will complement activities in the key sectors - primary health care, economic development/sustainable agriculture and education - by institutionalizing training within the BFO and by strengthening the BFO's capacity to monitor and evaluate program activities.

Bangladesh is one of the poorest countries in the world. The per capita income is \$180 per year. The maternal mortality rate is 600 per 100,000; the infant mortality rate is 114 per 1,000 live births. The female adult literacy rate is only 22 percent.

Bangladesh II. Project Methodology

Through the WCI grant, the BFO seeks to increase its programmatic impact on poor women and their children by enhancing the capacity for self-reliance of women's savings group members. To achieve this: training will be institutionalized; and the BFO's capacity will be enhanced to monitor and evaluate the impact of individual program interventions, as well as the integration of activities, in terms of having a positive and lasting effect on women participating in the program. The BFO will use training as a method to reach savings group members with a variety of sectoral programs. This entails institutionalizing the training capacity of the BFO through such means as hiring a Training Coordinator, developing a clear training agenda based on participatory needs assessment, institutionalizing a training cycle and developing training standards. To measure the effectiveness of this approach, as well as to measure overall program impact on the target group, monitoring and evaluation capabilities among BFO staff and Women's Savings Groups will also be strengthened.

Bangladesh III. Monitoring and Evaluation

The BFO has a manual and computerized information system which focuses on health related data and tracks health behavior changes, births, deaths and migration of the entire population. With support from the WCI grant this system will be expanded to track participation in and benefits from

savings groups, economic development and education activities. Using this information, the BFO will endeavor to assess the impact of non-health interventions on health outcomes, as well as the impact of an integrated program on increasing the well-being of poor women and their children. The data base software and manual systems will also be streamlined to make better use of the information for program planning and management by SC staff and the Women's Savings Groups.

The computerized information system, Program Management Information System (PMIS), will be utilized to conduct action research and special studies and will focus attention on the study of program components which could contribute to the knowledge and understanding of the development process in Bangladesh. Research will be undertaken in collaboration with Bangladeshi and international consultants and organizations with expertise in the region and in appropriate research methodologies.

The manual system will be strengthened by including greater participation of target group in the monitoring and evaluation of program components. Participatory techniques of Planning, Implementation, Monitoring and Evaluation (PIME) will be introduced which will contribute to increased awareness among savings group members about development technologies and processes and enhance their capacity to use and influence these. The manual system will be reviewed in order to strengthen local level program management and ensure regular feedback on program process and impact.

Women's savings groups are recognized as the most effective way of working with poor women and as a means of providing a support network for the members - women's empowerment through savings groups. Through savings groups poor women will participate in the PIME process of the BFO, thereby strengthening their ability to address their felt needs (often practical needs) and identify "unfelt needs" (often strategic needs). The BFO's approach will be to develop a specific participatory "curriculum" for groups, based on KAP surveys covering all sectors and with a focus on eventual phase-over of project management to the groups. Indicators will be established to measure group maturity and program policy guidelines will be developed in a participatory fashion with women's savings group members.

Training, monitoring and evaluation will play a key role in achieving both program integration and greater participation of savings groups. To develop strategies, task groups on monitoring and evaluation, on research and documentation and on the role of training have been set up.

During the life of the grant, the BFO will allocate resources to the development of key indicators for measuring impact and achievement, conduct a baseline survey, and do routine monitoring and evaluation in the mid-term and end of the grant.

Task Group on Monitoring and Evaluation: During the BFO's strategic planning process various task groups were formed. There are two groups working, one on monitoring and evaluation and the other on research and documentation. The outcome so far of their work has been: The key issue raised by the task group is the need to more effectively integrate monitoring and evaluation into the planning and implementation process of the organization. Two levels of monitoring and evaluation were identified. The first is the computerized MIS which relates more to research and measuring program impact at the Dhaka level. This will be expanded to broaden research opportunities. The second level is the manual MIS. Here the objective is to develop a sustainable MIS which will be used by the women's savings groups to track the progress and impact of program interventions. Also, the staff involved in collecting data need further training in how to use this data in their day-to-day monitoring and management.

The task group has developed the following proposals to enhance program integration and staff understanding of monitoring and evaluation as a management tool:

- Monitoring and evaluation needs assessment should be conducted by an integrated team which will prioritize needs and develop a monitoring and evaluation system. Also, women's savings groups will be involved in the PIME process;
- A monitoring and evaluation technical coordinator will be hired to work with staff on monitoring and evaluation needs assessment, formats, guidelines, sustainability and other duties to strengthen monitoring and evaluation;
- Indicators will be developed to measure the degree of program integration and the impact of integration;
- A training plan will be developed and implemented on the use of information, job roles and responsibilities in regards to monitoring and evaluation;
- A research agenda will be developed and the PMIS will be utilized more fully for data analysis;
- A permanent working group will be appointed for monitoring and evaluation.

Task Group on Research and Documentation: The task group on research and documentation focussed on developing a research agenda which will contribute to the development of knowledge in Bangladesh and beyond. This research should also feedback into program planning and implementation giving insight into processes and lessons learned.

An evaluation of the MIS of BFO in May 1992 found current data to be of high quality and recommended that the BFO more fully utilize the data collected including for research. (WCI Headquarters staff participated in this evaluation). This has been an important impetus to the BFO to give greater priority to research and documentation.

Two approaches identified by the task group will be followed:

- Participatory action research, developing communities; capabilities to participate in various aspects of research design, data collection, analysis thereby creating a link between research and program;
- Development of linkages with organizations doing research to share research resources.

The mechanism for identifying and following up on research ideas and partner organizations will be a council. This council will act as an advisory body to the BFO and will be composed of a well-connected group of researchers (both within and outside of Bangladesh) and BFO staff. The council will advise on topics, methods, researchers and potential donors.

A committee to identify a broad research agenda and to establish the research council has been formed.

Bangladesh IV. Review of Project Results

Strategic planning has been the main focus of the past year. The WCI workshop held in January 1992 was a starting point. Sectoral DIPs as well as DIPs on women's savings groups, training and monitoring and evaluation were developed. The key objective of developing these DIPs and the ensuing strategic planning sessions was to develop the BFO's strategy for the next five years with the foci on women's savings groups and program integration as the means to achieving a lasting and positive impact on the program participants' lives.

BFO Strategic Planning Process

The main issue of the strategic planning sessions, which involved staff from all levels, was to develop a vision for the BFO and based on this vision a strategy to achieve it:

Save the Children's BFO works to measurably improve the lives of poor women and their children within the context of the family and community through sustainable integrated programs and by contributing through research and documentation to the broader understanding of the development process in Bangladesh.

Program integration and focus on women's savings groups were identified as two key components to achieving this mission.

Program integration was identified as crucial, as the problems facing poor women and their children are multifaceted and can therefore not be resolved through individual sectoral interventions. Rather, the linkages between health, income and education have to be recognized and addressed if an overall positive and lasting impact is to be achieved. To ensure program integration, the BFO will have a multi-disciplinary team which conducts needs assessments and jointly plans program to ensure coordinated interventions that address the multifaceted problems facing the members of women's savings groups and their families. A revised organizational structure for the BFO has been drafted by an internal task group to reflect program integration more effectively.

To measure the impact of program activities in terms of addressing the needs of poor women and ensuring their participation, indicators must be developed. During the reporting period the BFO established contact with fellows from the Bangladesh Institute of Development Studies who are conducting research on women targeted programs and who plan to develop empowerment indicators to measure the impact of program interventions. This study will be funded by the Ford Foundation and the BFO is one of four NGOs which have been selected for the study. In addition, the research fellows will provide support in developing the next baseline survey to ensure that data relevant to measuring women's assets and/or participation is collected.

An important aspect in developing strategies to work with poor women is the level of awareness amongst staff as well as amongst the women. During the all staff strategic conference held in September 1992, a session on gender roles was conducted with a training organization which specializes on gender awareness training. This session introduced staff to the different perceptions and roles assigned to men and women and their consequences in terms of participation in decision making processes and access and control over resources. Over the next year additional training will be conducted to ensure understanding amongst staff of gender awareness. The BFO is also in the process of identifying legal awareness training materials for members of women's savings groups. Contact is being established with other NGOs working with women's groups to share their lessons learned.

Training/Human Resource Developm .

Development of the institutional training capacity of the BFO and staff capacity to work with women's savings groups, are key elements to ensuring that savings group members' capacity for self-reliance is achieved. A Task Force on training was established as part of the strategic planning process.

Enhanced training capacity will increase overall program impact by providing better trainers and more relevant and better sequenced training, evidenced through more active women's savings groups. With the WCI grant, the BFO is refining and elevating the role of training by formally institutionalizing training within the program. Greater focus will be placed on developing village-

based female staff and volunteers as trainers. Past experience has shown that well trained community-based staff play a key role in motivating the community. A training coordinator has been hired and a comprehensive training strategy is now being developed.

For training to serve as a system for comprehensive human resource development, a set of basic components will be activated. This will include a clear role for training in program activities, personnel management and organizational development, establishing an annual training cycle, and making support and follow-up available for trainees.

The Training Coordinator will work with sector coordinators and program managers to assess annually the training needs to strengthen women's capabilities as group leaders and members. Training plans for group formation, group strengthening, and participation of group members in sectoral activities will be formulated and carried out based on needs. Training support will not end with the events themselves, however. BFO staff will also provide on-going coaching, monitoring of progress and support after groups are formed. Finally, each year, groups and staff will assess their progress in forming and strengthening groups, and adjust plans accordingly. The Training Coordinator will also annually assess and respond to staff needs as trainers.

The training coordinator (currently the only staff funded by the WCI grant), organized and conducted/coordinated several training sessions for staff. Most training activities were fully or co-funded by other grants.

- Management Development Training - Jointly with the national NGO Bangladesh Rural Advancement Committee (BRAC) a management training was organized for the BFO's field level management staff. The objective of the training was to introduce them to various development approaches as well as to management styles and practices.
- Education Workshop - A workshop was organized to review the current education strategy of the BFO and to review options of improving the strategy to address more effectively the education needs of poor children.
- PMIS Workshop - A workshop on the BFO's MIS was conducted for senior field level staff to explain the system and ensure good data collection practices.
- WCI Workshop - A workshop to introduce all Dhaka and senior field program staff to the WCI concept and to develop sectoral DIPs as well as DIPs for women's savings groups, training and monitoring and evaluation.
- Training of Trainers - To introduce field staff to training concepts the first of a series of training of trainers workshops was conducted by the training coordinator. The staff were introduced to various training techniques and methods and to designing, conducting and evaluation of training sessions.
- Management of Training Centers - The training coordinator attended a six-week training course at the Asian Institute of Technology on the organization and management of training within the institutional context of a development agency. The course also introduced concepts of designing and evaluating training programs.
- Sponsorship Assistants Training - A workshop was organized for the village based sponsorship assistants on sponsorship procedures as well as on conducting extra-curricular activities for children. They were also introduced to child focussed training techniques such as the child to child approach.

- **Strategic Planning Workshop and All Staff Conference** - Two key workshops were held to develop the BFO's mission statement and strategy for the next five years. The first conference was attended by Dhaka-based and senior field staff to map out the key strategic issues. The second conference was attended by all BFO program staff to discuss and endorse the BFO strategy and map out action plans to implement this strategy.

In May 1992 two WCI headquarters staff came to Dhaka to conduct a WCI indicators workshop and to discuss options of cooperation with research groups working on the development of women's empowerment indicators both in Bangladesh and other countries. The workshop further oriented BFO staff with the basic tools to develop process and impact indicators for monitoring and evaluating program implementation.

In July a WCI workshop was held in Fairfield, CT, USA to which the BFO sent three participants. The workshop was beneficial in assisting the BFO in developing a gender orientation session.

Specific Outputs Achieved

During the reporting period, the funds allocated could not be fully utilized, as the BFO focussed its energies on strategic planning. With the development of the detailed training agenda for the following year, training activities will be greatly increased in the coming year. To assist in the development of an improved manual monitoring and evaluation system, a monitoring and evaluation officer will be hired for the MIS section. In December 92/January 93 the baseline survey for the current and future project areas will be conducted.

Specifically, the status is as below:

<u>A. Training</u>	
Proposed	Actual
Hire training coordinator	Hired training coordinator in November
Training needs assessment	Carried out as part of strategic planning
Develop annual training plans	Accomplished
Conduct TOTS for relevant staff	TOTs held
Coordinate sector skills training	Coordinated sector skills training with sectoral staff (i.e. health, economic development/agriculture and women's program)
Conduct group strengthening	Done as part of a plan to strengthen existing women's savings groups and form new groups
<u>B. Education</u>	
Develop strategy for awareness raising	Strategy developed, curriculum being revised
Conduct facilitator training	Training of trainers held
Awareness raising and motivation of women's savings groups	Ongoing, with revisions in methodology developed in strategic plan

<u>C. Evaluation and Research</u>	
<u>Proposed</u>	<u>Actual</u>
Refine comprehensive monitoring system	Task Group on Monitoring and Evaluation developed plan to do so
On-going monitoring of project activities	Manual and computerized systems used for monitoring
Develop research plan	Plan being developed
Conduct studies	Indepth discussions held with researchers to plan collaborative studies
Develop BFO indicators for measuring WSG self-reliance of women's savings groups	Contacts made with others developing such indicators and workshop held to choose relevant ones for BFO

Effects on Target Groups

As poor women and their children are the main focus of BFO activities, they are the target group most directly affected by the positive effects on them have included strengthening of women's groups and greater focus on awareness building.

Unintended Effects

At the end of the first year of the WCI Grant, two major grants in the BFO ended and new phases were to start in FY93. This meant that time had to be spent on evaluating the terminating grants and planning for expansion in FY93. That is why strategic planning became such a focus of BFO activities in this year. It actually enabled WCI to play a key role in setting future directions.

Impact on Local Institutions, Local Policy and Outside People

The BFO is building its capacity to have a broader policy influence on programming with women in Bangladesh. BFO participates in several NGO forums including issues of gender, maternal health where research and action agenda are formulated. In addition, the data in the SC/MIS is of growing interest to researchers and BFO is exploring options to collaborate.

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CALENDAR OF ACTIVITIES 1991-1996

YEAR	Year 1	Year 2	Year 3	Year 4	Year 5
ACTIVITY					
A. Training					
A.1 Hire Training Coord.	*				
A.2 Training Needs Assess.	*	*	*	*	*
A.3 Develop Annual Trng. Plans	*	*	*	*	*
A.4 Conduct TOTs for relevant staff	*	*	*	*	*
A.5 Coordinate sector skills training					
A.6 Conduct group strengthening					
B. Education					
B.1 Develop strategy for awareness raising	*				
B.2 Conduct facilitator training	*	*	*	*	
B.3 Awareness raising & motivation of WSGs					
C. Evaluation & Research					
C.1 Refine comprehensive monitoring system	---		--		
C.2 In-depth integrated monitoring in sentinel areas					
C.3 Activity spec. surveys	---	as reqi	red	---	
C.4 On-going monitoring of program activities					
C.5 Develop research plan	--		--		
C.6 Conduct studies					
C.7 Develop BFO indicators for measuring WSG self-reliance	---		---		---
C.8 Mid-term Evaluation			--		
C.9 Final Evaluation					---

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

Project Planning and Management Activities

The Women/Child Impact Program staff are located in the Program Support Division of the International Programs Department. After a series of meetings within PSD and among all International Programs staff (both from Regional desks and from PSD), over the course of the year, a new mandate and strategy for program support were developed. The WCI program staff is the group which coordinates the implementation of this strategy in the agency.

The Program Support Division will play a more strategic and pro-active role. PSD's goal is to focus on working within the broader context outlined in the strategic plan, reinforced and refined in subsequent regional meetings. Interactions with field offices and regions will thus move away from the "remedial" and the *ad hoc*.

Based on the agency's mission and strategic plan, and together with Regional and Field Offices, the Program Support Division will:

- help develop, operationalize, monitor, and refine IP strategic directions;
- link the agency to the wider development community;
- help the agency learn and share lessons; and
- increase and diversify the agency's technical and financial resources.

To operationalize the sector strategies, resources will be focused on developing exemplary programs and setting strategic directions. This approach assumes the following:

- developing exemplary programs requires a high level of initial support;
- SC limited resources should be focused on field offices with the greatest potential for advancing these programs to other field offices and to funders.
- the resources focused on these high impact programs will be leveraged into agency-wide strategies.

This has already been accomplished to varying degrees in some sectors, notably health. The use of high impact interventions as a measuring stick and motivator will be expanded to all sectors. This will be done by:

- documenting and disseminating these programs' methodologies and results;
- involving other field offices in lead country training and evaluation events; and
- developing a common language, systems and indicators with which other field offices can evaluate their sector programs.

In this way, such key programs can be used to develop meaningful agency program standards. As other field offices become interested, PSD will assist them to identify funding and technical resources to support their adoption of these methodologies. This approach reflects a decision about priorities based on a judgment about how limited resources can best be leveraged to effect change. It recognizes that a focused strategy is the only way in which we can move ourselves into the "state of the art."

Steps To Achieve These Objectives: These include using the sector strategy papers to articulate: a) the approaches SC should be pursuing; b) PSD's new way of doing business, i.e. a two-tiered approach focused on model programs. Based on FOs' expressed interest and our knowledge of FO capacities, identify lead countries. The lead countries will include the four primary countries in the WCI program, among others.

Lead Countries: Assist these countries with preliminary strategic planning and overall program design; help FOs to identify appropriate program strategies, roles, policy objectives, partners, and linkages with government and other NGOs. Assist in planning for policy objectives and

sustainability. Assist in developing funding for exemplary programs, including developing advisory boards, identifying funders, and assisting in proposal writing.

Provide or assist in identifying technical assistance in needs assessment, program design, refinement of methodologies and strategy, training, planning, information systems and evaluation. Assure programs access to the most current technical information and materials. Facilitate linkages with a global network of programs and activities.

Secondary Countries: Develop a common language and standards which reflect the state of the art by disseminating information on SC and others' models, technical subjects, research findings and innovations, and information and evaluation systems. Use the Program Planning and Budgeting process and country program reviews to help field offices evaluate their performance using standards and language developed through on-going dissemination of information. Use training workshops and evaluations of exemplary programs as subregional training grounds for staff from other interested FO's. Share in development of concept papers for new programs. Brief new field office Directors on sector strategies and exemplary programs. Develop key program staff from lead countries as subregional point people who would review proposals, identify model programs and technical and funding resources, and assist in strategic planning.

Key Strategic Considerations: There are generic strategic considerations and principles that cut across all sectors. These include:

- increasing focus on women and children;
- developing integrated models;
- furthering the organizational development strategy;
- coordinating enhancement of grant management capacities;
- coordinating strengthening and/or revision of program planning, monitoring and evaluation systems (including expansion of the program MIS, developing more partnerships with research organizations and furthering research agendas in key countries).

These will be addressed through enhanced program support as outlined above; through improved measurement and evaluation systems and documentation of experiences; through gender focused programming, achieved by training on gender analysis and program development support; and through training for organizational and staff development.

Staff Resources

The WCI grant has covered the cost of the following key program support staff at the home office: the WCI Program Director, the Economic Development Specialist, the WCI Specialist, an Evaluation Officer, one Training Director and part of another training/education staff, part of an Education Researcher, and administrative support. The only post vacant throughout the first year was that of Systems Analyst, as we were awaiting the evaluation of the Child Survival-funded Management Information System before proceeding with recruitment. The outcome of that evaluation and the recommendations of a week-long meeting on the future directions of MIS are described in Section III of the report above. PSD is now recruiting an Evaluation Coordinator who will fulfill the original role of Systems Analyst and will also provide assistance in data analysis and action research.

In addition to staff financed through the grant, there are other program support staff who work closely with the WCI team in health, education and natural resource management. The WCI program staff play a central role in coordinating technical support, operationalizing agency strategy plans, improving program quality, and helping to set agency directions. Close collaboration is essential with program staff in field offices and regional desks. From time to time as required, WCI will call upon consultants to fulfill specific scopes of work within the objectives of the grant. This was done in the first year for the WCI Workshop at Home Office, when two resource persons helped facilitate the workshop in their areas of expertise.

Training

The Training Office in Year I focused principally on operationalizing the strategic programmatic directions articulated in the Woman-Child Impact Program. "Events" and efforts were aimed at building up a broadly based and widely understood programmatic vision, working principles, and exchange of tools, techniques, approaches, and practices that further those goals. Accordingly, principle activities included assisting in the design and facilitation of:

- * Detailed Implementation Plan Workshops in Bolivia with senior staff (7 women and 10 men) and program staff (8 women and 12 men)...a senior program officer from UNICEF participated and co-facilitated a session on gender issues in rural development. (November 1-12)
- * Detailed Implementation Plan" Workshop in Mali with the field office director and senior staff (2 women and 10 men). The workshop developed a women's empowerment strategy and the D.I.P. (December 9-11)
- * Detailed Implementation Plan" Workshop in Bangladesh with the field office director and senior staff (7 women and 17 men). A consultant facilitated sessions on gender analysis and tools, and the workshop went into depth on the issues of sustainability and phase-over. (January 5-9)
- * Quarterly orientation sessions in headquarters to new staff that describe the program themes and activities of Save the Children, departmental functions and roles, etc.(November, March, June)
- * Program Review in El Salvador that viewed the institution's progress in the sectors of agriculture, income generation, health/nutrition; as well as the issues of women impact, child impact, sustainability, community participation, and integration. An Organizational Development Workshop was held with senior staff from all project areas, sector heads, and city office, 7 women and 20 men. (January 10-24)
- * Integrated Program Development Workshop in Cairo for the Middle East Field Office Directors, Program Managers, and sector specialists in Health and Economic Development. Focus was on how sectors can be mutually reinforcing, gender and child centeredness. 12 women and 12 men participated.(March 24-31)
- * Workshop with the Southern Africa Sub-Region on "Phase-in, Phase-up, Phase-out, Phase-over" with field staff from Malawi, Mozambique, and Zimbabwe. Lessons learned, approaches and strategies regarding sustainability were exchanged. 4 women and 5 men participated. (April 30)
- * Regional meeting with Field Office Directors and key program people from the Latin America/Caribbean Region was held in El Salvador from June 6-14 on "Program Quality: Principles and Practices." Discussions focussed on the macro trends (structural adjustment, AIDS, environmental degradation) affecting women and children in Latin America/Caribbean and the "feminization" and "childrenization" of poverty, and a more appropriate role for the agency in the 90s vis-a-vis these trends. The region defined a new strategy of programmatic cooperation, staff/program exchanges, joint training, support, indicators of sustainability, etc. Three recent evaluation/program review/program audits from different countries were analyzed in depth and a series of "next steps"/recommendations were generated to incorporate that "learning" into future program management. Planning was done for a regional workshop on Women-Child Impact in FY93. 6 women and 12 men. (June 6-14)
- * Workshop on "Participatory Management and Organizational Development" was held in Jordan for Middle East Field Office Directors and Program Managers. The principles and practices of participatory management were reviewed, supervisory techniques were strengthened, methods to build and strengthen an organizational culture of learning, commitment, and greater effectiveness were generated. Case studies on salient field office management issues were created by the participants for analysis. New ways to make agency systems (performance appraisal) more

participatory and responsive were defined. Planning for FY 93 Regional Woman Child Impact Workshop. (July 19-22)

- Workshop on "Women/Child Impact" was held in Fairfield University for Field Office Directors and Program staff from Latin America, Africa, the Middle East, and Asia. The major focus was on gender issues and tools in programming and child focused development strategies. The field participants in this conference will be co-facilitators, co-designers, and point people for the regionally based WCI workshops/strategies in FY93 and beyond. Participation included 18 field staff (8 women and 10 men) and 30 home office staff (18 women and 22 men). (July 7-11)
- Workshop on "Women/Child Impact" was held in Jakarta, Indonesia with key program staff from the SC/Indonesia field office. The workshop reviewed the rationale for a women-child focused approach, explored gender awareness and analysis tools/methodologies, and used the DIP format as a tool for future program design. 6 women and 9 men. (June 2-4).

Technical Assistance Provided:

Director of Training		
Bolivia	11/1-12/91	(Co-)Designed and Facilitated; DIP, 5 year plan
Westport CT	11/19/91	Orientation to SC for new staff
Zimbabwe	11/27-12/6/91	Conference on Child-Women focused refugee/displaced programs
El Salvador	1/10-24/92	Program Review, Program Development Workshop
Westport, CT	3/20/92	Orientation to SC for new staff
Egypt	3/25-31/92	Middle East Program Development Workshop
Egypt	4/1-2/92	Middle East Field Office Directors Meeting
Zimbabwe	4/30/92	Southern Africa "Phase-up, Phase-out, Phase-over" Workshop
Westport, CT	5/13/92	Orientation to SC for new staff
El Salvador	6/6-14/92	Latin America/Caribbean Workshop on "Program Quality"
Fairfield, CT	7/7-7/11/92	WCI Workshop.
Jordan	7/19-22/92	Middle East Field Office Directors and Program Managers Workshop on "Participatory Management and Organizational Development"
Westport, CT	3/3/92,6/24/92	IP Retreat

Technical Assistance

Technical assistance during the first year of the grant has largely been oriented to the strategic planning process of field offices. This included workshops with program managers to develop field office action plans which incorporate measurable indicators, plans for sustainability, gender analysis, and child focus. These workshops and technical assistance visits resulted in WCI detailed implementation plans in core countries and more specific program plans, sector worksheets or proposals in non-core countries. The results were widely shared in the agency, and the process of adoption in a greater number of field offices is on-going.

Woman/Child Impact: The WCI Program Director and the WCI specialist provided technical support in overall strategic planning, DIP preparation, monitoring and evaluation, and gender analysis/programming. The table below lists their technical assistance for the first year.

Technical Assistance Provided:

Director of Woman/Child Impact Programs		
Mali	12/5-12/17/91	Strategic planning workshop with all sector staff Product: Workshop report and Mali WCI DIP
Bolivia	2/1-2/10/92	WCI strategy review and revision DIP Product: Program plan and proposal for funding
Bangladesh	5/17-5/28/92	WCI measurement and women's empowerment review
Indonesia	5/28-6/05/92	WCI planning workshop.
Fairfield, CT	7/7-7/11/92	WCI Workshop. Helped facilitate it.
Westport, CT	9/21-5/25/92	MIS Workshop - Review of computerized information systems. Product: Strategy for MIS

Woman/Child Impact Specialist		
Mali	12/5-12/17/91	Strategic planning workshop with all sector staff Product: Workshop report and Mali WCI DIP
Jordan	10/25-11/5/91	Child Survival and economic development program and planning Product: Program plan and proposal for funding
Egypt	10/11-24/91	Woman child impact program development and planning Product: Program plan and proposal for funding
Bangladesh	5/12-6/10/92	Review of the Program Monitoring System, and action plan for future. Developing indicators and objectives for integrated woman/child impact program. Assessing resources for gender analysis and action research. Assessing resources for impact evaluation and action research. Product: Trip Report
Mali	4/29-5/10/92	Review of the Program Monitoring Information System, and action plan for future. Evaluation team member Product: Trip Report
Fairfield, CT	7/7-7/11/92	WCI Workshop. Helped facilitate it.
Westport, CT	9/21-5/25/92	MIS Workshop - Review computerized information systems. Product: Strategy for MIS

Education Sector:

The year under review coincides with the launching by Save the Children of its special initiative in education, "Strong Beginnings". The initiative is charged to a small (three persons) Education Unit, composed of education specialists with a particular orientation to community development. Most funding for the Unit has come from an anonymous external funding source. However, given the close correspondence between the WCI program and "Strong Beginnings", with its accent on productive early childhood development and the close involvement of mothers in particular, the WCI program has been able to offer practical support. The salaries of the two members of the Unit have been complemented by WCI. The position of Education Research Officer, with its important function of feeding relevant documentation to the field, has been a particularly valuable addition to the team.

In addition, WCI has: facilitated some of the Unit's international travel, notably allowing swift response to technical assistance requests from Central America, has joined with the Strong Beginnings special fund in promoting various regional initiatives in education and early childhood development and has worked together with the Unit in planning and organizing various regional seminars and workshops, notably a Latin American regional seminar, planned originally for September 1992 and rescheduled for February 1993. Another important collaboration was the Women/Child Impact Workshop in July funded by the matching grant. One and a half days out of the week long workshop were devoted to the child.

In general, the relationship between WCI and the education initiative has been mutually reinforcing, the additional resources that WCI has been able to make available providing flexibility and direct relationships with the field which has clearly enhanced the Education Unit's ability to relate closely to the real needs of field offices. In the four primary countries, WCI has contributed to strengthening programs in the education sector, notably in non-formal education, women's literacy and early childhood development. It has also provided support at an agency-wide level in the strategic planning process for integration of the education unit's activities with those of other sectors.

Technical Assistance Provided:

Director of Education & Early Childhood Development / Early Childhood Education Specialist		
Costa Rica	9/8-12/92	Technical Assistance for field office in helping design Early Childhood Development/Community Education Project.
Bangladesh	1/4-12/92	WCI/DIP Workshop, Education Sector Review, Annual Training Plan Development
Fairfield, CT	7/7-7/11/92	WCI Workshop. Helped facilitate it.

Economic Development:

In this first year of the WCI grant an Economic Development Specialist was hired. During her first nine months with Save the Children, she undertook activities to:

- become familiar with SC systems and economic development programs, while establishing rapport and credibility.
- understand core country contexts and help them initiate or further economic development programs which reflect Save the Children's WCI principles.
- develop an understanding and buy-in to the WCI principles and their implications for economic development using subregional and international workshops.
- promote this understanding in non-core countries through regular feedback during the program planning and implementation process.
- address monitoring and evaluation needs of the economic development sector.
- maintain SC's awareness and contribution to the state of the art through networking and development of a current library of economic development resources.
- set strategic directions for the sector which embody SC's principles, the state of the art, and the policy environment in which SC programs operate.

WCI Core Countries: Work with the core countries on their economic development programs was initiated.

- In November, the economic development specialist trained the staff in Mali on the principles of financial sustainability in credit programs. Based on information provided by the EDC, the staff are looking into working with WOCCU. The Economic Development Specialist is discussing this possibility with WOCCU representatives in Washington.
- The EDC has been working with the Bolivia Field Office to help them link with local credit programs which are using cost-effective, impactful methodologies. Discussions on how to reach the poor and on appropriate interest rates have been pursued during program staff visits to Westport and by mail.
- During a trip to the Bangladesh field office in January, the economic development specialist worked with the team during the WCI workshop on issues of integration, indicators and women focus. They also collaborated on a plan for phasing out the field office's old credit program. In addition, the EDC worked with the income generating officer to examine the financial sustainability of their new Grameen model of credit delivery.
- On hold until recently, the Haiti program nevertheless prepared a detailed implementation plan for a new credit program based on a group guarantee methodology. Provided with technical resources and contacts by the EDC, the field office is currently preparing to initiate the program.

Subregional and International Workshops: One means to facilitate the understanding and implementation of SC's strategic plan has been through subregional and international program development workshops. Building upon staff commitment to the principles of women and child focus, sustainability, significant and measurable impact and integration, these workshops develop in a participatory manner the implications these principles have for program methodology. Group-based lending has been the major methodological focus of these workshops which have taken place in West Africa, Middle East and at headquarters.

An evaluation of the credit program combined with a group-based lending workshop in the West Bank and Gaza was a particularly effective subregional event. Practical and yet leveraged for impact throughout the agency, it will serve as a model for how to operationalize the economic development strategy. Representatives from other field offices in the subregion were invited to participate in a rapid participatory evaluation of the field office's existing credit program followed by a training in group-based lending. The team concluded that the existing program could reach more of the poor and women, could be more cost-effective, could have a greater impact on child welfare, and could have a higher repayment rate. After the four-day training in group-based lending, the local staff and management decided to test this new methodology.

Representatives from the other field offices took back the knowledge gained from this event to their own programs. A similar evaluation is being planned in one field office; another field office plans to start a group-based credit program in the coming year. The West Bank/Gaza Field Office's ability to self-critically assess its program's impact and its consequent decision to undertake group-based lending is being held up as a positive example to other field offices, both at other program conferences and in SC's internal program newsletter.

Non-Core Countries: The aim of the grant is to operationalize Save the Children's strategic directions throughout its field operations. A number of activities were undertaken to foster an understanding of these strategic directions among all field offices, including those who did not work directly with the economic development specialist during this grant year. These included:

- review of the first draft of the annual Program Plans and Budgets of all field offices with headquarters staff from each region and other sectors. Comments on strategic direction and indicators were forwarded to each field office to assist them in their planning.
- provision of observations and recommendations on the strategies outlined in WCI regional resource sharing proposals to each relevant field office.
- review of new economic development proposals with regional staff. Comments were forwarded to field offices.
- orientation with visiting and beginning field office directors and economic development program staff.
- responses to requests for information including comments and literature on the state of the art.

To become familiar with Save the Children's programs, subregional and core country work was coupled with visits to neighboring country programs whenever possible.

Monitoring and Evaluation: Particularly in economic development, the ability to measure impact is a key means to aligning our programs with our principles. A number of steps were taken in the area of monitoring and evaluation in order to facilitate the implementation of cost-effective, high impact programs. These steps include:

- development of indicators for the economic development sector,
- initial adaptation of an accounting system for group-based lending programs based on systems developed by Freedom from Hunger,
- development of a loan reflows policy,
- testing of a participatory rapid impact appraisal integrating quantitative analysis, and
- identification of information systems priorities for the economic development sector.

Networks: An important function of the economic development specialist is to keep the field aware of the state of the art, while adding to this body of knowledge based on Save the Children's experience. In addition to maintaining an up-to-date library, networking has been one important means to keep abreast of and share current research and experience with other technical specialists. This has been accomplished through two SEEP Network meetings and on-going interaction with consultants, practitioners and academics in the field.

Strategic Directions: A theme running throughout this first nine months of work has been the development of an economic development strategy in line with SC's WCI principles, the state of the art, and the policy environment in which Save the Children's operates. The sector strategy paper is currently being reviewed by other professionals in the field. It includes a strategy for the first phase in operationalizing the sector plan.

Technical Assistance Provided

Economic Development Specialist		
Mali	10/27-31/92	Orientation to SC Financial Sustainability training
Bangladesh	1/3-21/92	WCI Program Review and Financial Sustainability Workshop
West Bank/Gaza	3/23-26/92	Program Review
Jordan	3/23-3/26/92	Program Review
Egypt	3/27-4/1/92	Subregional Program Development Workshop
Mali	4/22-24/92	Subregional Program Development Conference
Burkina Faso	4/27-31/92	Program Review
West Bank/Gaza	6/15-25/92	Program Evaluation and Group Guarantee Leading Training
Fairfield, CT	7/7-7/11/92	WCI Workshop.

Project Fund-Raising and Marketing

In the face of an increasingly competitive and tight funding environment, SC seeks new ways to raise funds. The challenge is to increase our funding and diversify our funding sources. To expand our fund-raising capacities, we need to focus on further developing our programming expertise and repertoire. The WCI program is helping the agency move in this direction. Preliminary to any successful fund-raising effort are the following few key steps:

- (a) *clarify our product and our purpose, based on a state-of-the-art well-understood concept, clear focus, and strategy for second-tier [beyond-local] impact.*
- (b) *analytically identify the most promising field sites, partner field offices and other local partners.*
- (c) *invest in conceptualization and project design/testing at the **field level**.*
- (d) *establish a presence in the state-of-the-art network.*

These steps -- which require SC time and money -- help us align purpose, product, local setting, local and state-of-the-art partners into a coherent, professional, grounded strategy.

Role of Board of Directors

The Board of Directors has a Program Committee which meets three times a year. The International Programs Department has briefed the Program Committee at such meetings on the progress of the WCI grant. The International Programs strategic plan has been endorsed by the board.

Regional Resource Sharing

One of the elements under Headquarters Program Management is "Regional Resource Sharing." This is being used to fund regional initiatives that: will test, document, and replicate integrated program models, methods or strategies, aimed at operationalizing the agency's strategic plan. All proposals must focus on women and children, which are the central themes of our strategic plan. The criteria for selection of proposals for approval include helping field offices' build capacity in the following ways: focus more directly on women and children; implement integrated and mutually reinforcing programs aimed at achieving a common goal; develop partnerships and sustainable

programs (at the behavioral, institutional and policy levels), demonstrate and document impact, address community participation and empowerment (particularly of women), develop models which can influence program strategies or policies in the country, region or agency.

During the first year of the grant the following regional initiatives were approved and implemented (in a few cases approved projects were not implemented and funds were not expensed, thus they are not included in this report):

Thailand - "Early Childhood Development Program Planning."

A needs assessment survey was carried out by a consultant for the Thailand field office. The study found that "while a number of strides have been made in early childhood care and education in Thailand, the problem is bigger and more complex than existing solutions." The Thailand FO drew up a strategy for a program on "Early Childhood Development in Transitional Thai Communities," the main goal of which is to: improve the well-being and healthy development of young children through enhancing the capacity of rural communities and families to care for their children. This program will be achieved through a two-tiered strategy which develops models of early childhood care and education for rural areas that both serve the needs of disadvantaged children, their families and communities (Tier I), and make a contribution to development of similar programs in rural Thailand and elsewhere in Asia (Tier II). An integral thrust of the program will be the nurturing of indigenous approaches through mobilizing community and parent involvement and responsibility, a crucial gap in such services in rural Thailand.

Burkina Faso - "Training of Traditional Birth Attendants and Village Health Committee Members."

The training in Dori impact area included 10 TBAs and 9 VHC members. In Sapone impact area an agreement was reached with the Directorate of Health to include all of the province's TBAs and Village Health Workers in the training. A total of 287 TBAs and VHWs participated in the training sessions. The training topics included for the TBAs their roles, the human reproductive system, weaning and early childhood nutrition, and delivery practices; for the Village Health Workers and Committee Members, basic information on malaria, diarrhea control, schistosomiasis, guinea worm, reporting, water, sanitation and hygiene. The impact of this program should be an increased ability among the villagers to take responsibility for their own child and maternal health.

Mali - "West-Africa Strategic Planning Meeting."

Thirty participants from the SC field offices in the West Africa sub-region and Tunisia met in Mali in April, 1992 to discuss strategic planning. The main themes included: integration, women focus and impact. Sectoral work was also undertaken in health, economic development, natural resources and education on the main themes. Informal sharing of experiences among country offices also resulted. Strategic directions were defined for each sector.

Nepal - "Women in Natural Resource Management and Development: An Impact Assessment of Women Development Programs in Ghorka District."

The report had not been completed by September 30. The objectives of the study are to: produce a profile of the SC/Nepal women development program in Gorkha Ilaca I; to assess the impact of this program on raising women's awareness, skills in natural resource management and community organization; to explore the role of women in improving the natural resource situation; and to make recommendations for improving the effectiveness of the program.

Bolivia - "Baseline Study of Credit and Economic Opportunities for Women."

As mentioned in Section IV, the Bolivia field office contracted with a local consulting organization to carry out this study, which is not completed as of September 30.

Pakistan - "Nutrition Survey: Qarabagh District, Afghanistan." To provide information as a basis for the development of new projects in this district, a survey of the nutritional status, sickness, and basic household needs was carried out. Interviews in 142 households revealed a lack of basic amenities; for example, three-quarters of households got their drinking water from canals, about half the men did not use a latrine, and over a third of households had no soap. The sources of income and resources to

families were very limited. About one-third of the households do not grow any food themselves. The prevalence of acute malnutrition among children 6-59 months was 6.1%; however, about two-thirds of children under five are stunted, which reflects the cumulative effects of frequent sickness and poor nutrition.

VI. FINANCIAL REPORT

1. Attached are a Budget versus Actual Expenditures chart, and a Matching Grant Expenses versus Match for year 1, and for Years 2, 3, 4, and 5 Projected.

The Budget vs. Actual Expenditures indicates preliminary expenses through September 30, 1992. Once Save the Children's financial statements for the month of September 1992 are closed, we will submit an official expense report to AID.

2. On August 19, 1992 Save the Children requested an amendment to reflect what we estimate to be our actual five-year spending pattern on the grant. As a result of the increase of our Indirect Cost Rate to 20.30% effective October 1, 1990, Save the Children calculated that an additional \$63,133 is required in the Indirect Costs Budget of the grant to cover the retroactive and current rate of 20.30%. The previous rate was 18.50%. We have not received a response from AID about this request.
3. To date AID has obligated \$2,000,000 to Save the Children by means of a letter of credit as partial funding for the total estimated amount of the grant. Save the Children does not anticipate cost overruns. Save the Children draws down funds monthly to cover all AID FRLC grants cumulatively. Save the Children reports status of drawdowns (cash on hand) monthly to AID on SF-272 in a timely manner.
4. The matching grant is complemented by Save the Children cost sharing funds, by other AID funds, and by various non-AID sources of funding.
5. Save the Children does not anticipate problems in meeting the agreed cost-share on the life of the grant. See attached Matching Grant Expenses vs. Match Year 1 Actuals, years 2-5 projected chart.

SAVE THE CHILDREN FEDERATION, INC.
AID MATCHING GRANT COOPERATIVE AGREEMENT
No. PDC-0163-A-00-1058-00

COST ELEMENT	Year 1 October 1, 1991 - September 30, 1992		Year 2 October 1, 1992 - September 30, 1993		Year 3 October 1, 1993 - September 30, 1994		Year 4 October 1, 1994 - September 30, 1995		Year 5 October 1, 1995 - September 30, 1996		TOTALS		
	AID ACTUALS *	AID BUDGET	AID	BUDGET	AID	BUDGET	AID	BUDGET	AID	BUDGET	5 Yr AID BUDGET	Projected Yrs 1 - 5 AID Actuals **	Yrs 1 - 5 Balance
Program Costs													
Salaries/Fringe	362,008	369,654	417,998		307,196		324,877		343,092		1,782,816	1,782,816	0
Travel	112,486	191,054	262,518		256,704		224,246		240,605		1,176,029	1,176,029	0
Sub-Projects	1,828	4,000	32,500		18,912		18,912		13,912		86,236	86,236	0
Other	(897)	3,500	17,110		17,385		4,328		18,620		60,343	60,343	0
Subtotal	465,424	568,208	730,128		800,198		570,366		615,629		3,104,424	3,104,424	0
Procurement													
Supplies	5,833	24,314	39,559		39,314		34,254		36,119		173,580	173,580	0
Services	1,852	12,300	15,400		12,830		10,790		10,120		61,440	61,440	0
Equipment	0	0	0		0		0		0		0	0	0
Subtotal	7,685	36,614	54,959		52,144		45,044		46,239		235,000	235,000	0
Evaluation													
Salaries/Fringe	72,401	140,532	151,621		117,496		123,047		141,231		678,628	613,793	63,133
Travel	24,913	21,170	18,380		33,080		20,900		47,870		141,400	141,400	0
Other	2,062	8,650	11,890		13,430		13,020		14,670		61,690	61,690	0
Subtotal	99,377	170,352	181,891		164,005		159,967		203,771		879,668	816,853	63,133
TOTAL DIRECT COSTS	672,486	795,174	986,976		816,345		775,376		865,639		4,219,410	4,156,278	63,133
INDIRECT COSTS	100,064	147,106	178,891		151,024		143,445		180,125		780,590	843,724	(63,133)
GRAND TOTAL	672,540	942,280	1,145,867		967,369		918,821		1,025,664		5,000,000	5,000,000	0

* AID actuals for the month of September are not yet official.

** Amendment to revise the budget with 20.30% ICR effective 10/1/90 requested on 8/19/92, and no answer received.

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10/26/92
match1

SAVE THE CHILDREN FEDERATION, INC.
AID MATCHING GRANT COOPERATIVE AGREEMENT
NO. PDC-0158-A-00-1058-00

MATCHING GRANT EXPENSES VS. MATCH, YEAR 1 ACTUALS, YEARS 2 - 5 PROJECTED

	Year 1 MG Match 10/1/91 9/30/92	Year 1 MG Expenses 10/1/91 9/30/92	Projected Years 2-5 MG Match 10/1/92- 9/30/96	Projected Years 2-5 MG Expenses 10/1/92- 9/30/96	Total Life of Project MG Match 10/1/91- 9/30/96	Total Life of Project MG Expenses 10/1/91- 9/30/96
TOTAL DIRECT COSTS	956,597	572,486	4,043,403	3,583,790	5,000,000	4,156,276
INDIRECT COSTS	0	100,054	0	743,670	0	843,724
GRAND TOTAL	956,597	672,540	4,043,403	4,327,460	5,000,000	5,000,000

9/2

VII. LESSONS LEARNED AND LONG TERM PROJECT IMPLICATIONS

During the first year, some valuable lessons were learned which have long-term project implications. These include the following points:

- from the beginning of the grant it was crucial to develop a set of quantifiable indicators appropriate for all SC field office programs.
- a common understanding of women focus and child centeredness had to be attained as a starting point.
- the strategy for program support and technical assistance needed to be reviewed so that all efforts were directed at achieving maximum impact.
- the DIP planning process gave field offices the opportunity to plan for a five-year period in an integrated manner with a clearer focus on SC's major target groups of women and children.
- new areas for greater program emphasis were developed as a result of the DIP process, for example in Mali for the alternative Village School program.
- partnerships with research organizations are critical for advancing documentation of SC program experiences, linked to this is the need for coordination among sectors on Management Information System development.
- the WCI planning model was tested in one non-core country and proved to be very useful in focussing program efforts around women and children.

VIII. RECOMMENDATIONS

The first year revealed the importance of program development and support being effectively coordinated. Within Save the Children, it is recognized that the WCI program is a key to moving the agency's strategies forward. In the following years of the grant, this type of program support and focus will continue to be critical.

Further efforts in measuring the impact of SC programs on the well-being of children and their families will require the marshalling of resources at Home Office and the field. Increased partnerships with other NGOs and research organizations has occurred and should be further encouraged.

IX. ATTACHMENTS TO THE ANNUAL REPORT

Attached please find the following attachments:

1. Country Data Sheets (form 1550-11)
2. List of grants

PVO PROJECT REPORTING INFORMATION
ON AID SUPPORTED PVO PROJECTS

OMB No. 0412-0530
Expiration Date: 03/31/99

FOR OFFICIAL USE ONLY

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

PROJECT INFORMATION (PRIMARY)

Name of Organization		Grant/Contract Number
SAVE THE CHILDREN FEDERATION, INC.		PDC-0158-A-00-1058-00
Start Date (MM/DD/YY)	End Date (MM/DD/YY)	AID Project Officer's Name
8/29/91	9/30/96	Sallie Jones

AID OBLIGATION BY AID-FY (\$000)

FY	AMOUNT	FY	AMOUNT

LOP

Activity Description

Home Office support to the Woman/Child Impact Program includes - Training design and Technical Assistance to Primary and Secondary countries for Program Development and Implementation

Status

- Guidelines for Developing a Woman/Child Impact DIP was prepared.
- 4 detailed implementation plan trainings in core countries
 - 1 WCI workshop in July 1992 with field and home office staff
 - 3 Regional workshops held.

COUNTRY INFORMATION (SECONDARY)

Country	Location in Country (Region, District, Village)
Home Office	
PVO Representative's Name	Local Counterpart/Host Country Agency
Barnett F. Baron, VP International Programs	

COUNTRY FUNDING INFORMATION (\$000)

YEAR	1992	1993	1994	1995	1996
AID \$	573,266	649,808	514,161	476,494	552,277
PVO \$	436,277	452,221	641,087	677,085	715,122
INKIND					
TOTAL	1,009,543	1,102,029	1,155,248	1,153,579	1,267,399

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

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

FOR OFFICIAL USE ONLY

Type	Project Number	
Operation	Level	
Country Code	Fund Type	Technical Code
Contact Officer	Key 1	Key 2

PROJECT INFORMATION (PRIMARY)

Name of Organization SAVE THE FEDERATION, INC.		Grant/Contract Number PDC-0158-A-00-1058-00
Date (MM/DD/YY) 8/29/91	End Date (MM/DD/YY) 9/30/96	AID Project Officer's Name Sallie Jones

AID OBLIGATION BY AID-FY (\$000)

FY	AMOUNT	FY	AMOUNT

LOP

Activity Description

To assure Food Security, improve nutrition and health, increase income, control erosion and increase access to credit. Funds are applied across sectors. To integrate sectors, increase adult literacy, particularly women, to increase school enrollment, and improve the status of women.

- DIP completed
- Integrated sectoral plans elaborated for five years
- Literacy program underway
- Alternative Village School Program strategy developed
- Women's strategy being implemented

COUNTRY INFORMATION (SECONDARY)

Country Mali	Location in Country (Region, District, Village) Kolondieba District, 207 Villages
Representative's Name Michelle Poulton, Director	Local Counterpart/Host Country Agency

COUNTRY FUNDING INFORMATION (\$000)

YEAR	1992	1993	1994	1995	1996
AID \$	63,883	65,371	73,307	75,740	85,290
PVO \$	55,000	65,000	70,000	75,000	85,000
LINKIND					
TOTAL	118,883	130,371	143,307	150,740	170,290

PVO PROJECT REPORTING INFORMATION
ON AID SUPPORTED PVO PROJECTS

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

FOR OFFICIAL USE ONLY

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

PROJECT INFORMATION (PRIMARY)

Name of Organization SAVE THE CHILDREN FEDERATION, INC.		Grant/Contract Number PDC-0158-A-00-1058-00
Start Date (MM/DD/YY) 8/29/91	End Date (MM/DD/YY) 9/30/96	AID Project Officer's Name Sallie Jones

AID OBLIGATION BY AID-FY (\$000)

FY	AMOUNT	FY	AMOUNT

LOP

Activity Description

To increase Food Security and Income by enhancing agriculture production, improving Quality of Primary Schools, increasing literacy among women, and increasing women's income through access to credit and small scale enterprise development.

Status

- DIP prepared
- Women's strategy being implemented
- WCI planning strategy developed

Approval for full implementation of the grant in Haiti was given after the first year ended.

COUNTRY INFORMATION (SECONDARY)

Country Haiti	Location in Country (Region, District, Village) Maissade Commune, 38 communities
PIO Representative's Name Valerie Stetson/Jean Marie Adrian, Co-Directors	Local Counterpart/Host Country Agency

COUNTRY FUNDING INFORMATION (\$000)

YEAR	1992	1993	1994	1995	1996
AID \$	53,960	107,977	77,707	63,112	65,797
PVO \$	53,960	107,977	77,707	63,112	55,797
INKIND					
TOTAL	107,920	215,954	155,414	126,224	111,594

PVO PROJECT REPORTING INFORMATION
ON AID SUPPORTED PVO PROJECTS

OMB No. 0412-0530
Expiration Date: 03/31/99

FOR OFFICIAL USE ONLY

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

PROJECT INFORMATION (PRIMARY)

Name of Organization SAVE THE CHILDREN FEDERATION, INC.		Grant/Contract Number PDC-0158-A-00-1058-00
Date (MM/DD/YY) 8/29/91	End Date (MM/DD/YY) 9/30/96	AID Project Officer's Name Sallie Jones

AID OBLIGATION BY AID-FY (\$000)

FY	AMOUNT	FY	AMOUNT

LOP ~~XXXXXXXXXX~~
Activity Description

To increase the involvement of women in program design and implementation, to promote better organization and training for women to improve their and their children's living conditions. To improve primary school attendance.

DIP prepared. Credit study started. Primary school methodology developed. Women's development strategy elaborated.

COUNTRY INFORMATION (SECONDARY)

Country Bolivia	Location in Country (Region, District, Village) Inquisivi Province, 180 communities
Representative's Name Robert Grabman/Lisa Grabman, Co-Director	Local Counterpart/Host Country Agency

COUNTRY FUNDING INFORMATION (\$000)

YEAR	1992	1993	1994	1995	1996
AID \$	57,745	79,330	77,920	75,630	76,235
PVO \$	57,745	79,330	77,920	75,630	76,235
LINKIND					
TOTAL	115,490	158,660	155,840	151,260	152,470

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**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 SAVE THE CHILDREN FEDERATION, INC.		Grant/Contract Number PDC-0158-A-00-1058-00
Start Date (MM/DD/YY) 8/29/91	End Date (MM/DD/YY) 9/30/96	AID Project Officer's Name Sallie Jones

AID OBLIGATION BY AID-FY (\$000)

FY	AMOUNT	FY	AMOUNT

LOP

Activity Description

To strengthen sectoral integration and enhance sustainability of groups through training and capacity building for research and evaluation.

Status

Strategic planning for all sectors completed. Training and Monitoring/Evaluation strategies developed. Women's Savings groups awareness-training methodologies revised.

COUNTRY INFORMATION (SECONDARY)

Country Bangladesh	Location in Country (Region, District, Village) Rangunia, Mirzapur, Ghior, Nasirnagar, 39 villages
PVO Representative's Name Thomas Krift, Director	Local Counterpart/Host Country Agency

COUNTRY FUNDING INFORMATION (\$000)

YEAR	1992	1993	1994	1995	1996
AID \$	46,320	64,490	73,250	84,400	95,940
PVO \$	46,320	64,490	73,250	84,400	95,940
INKIND					
TOTAL	92,640	128,980	146,500	168,800	191,880

REQUIRED LIST OF RELATED GRANTS (Attachment to AID
Form 1550-11)

AFRICA

1. Country: The Gambia
 Donor Agency: OXFAM America
 115 Broadway, Boston, MA, 02116
 Telephone #: (617) 482-1211
 Kate Lifanda

 Grant Agreement #: N/A
 Title: Credit and Technical Assistance Program (CTAP)
 Description: Providing loans to women to support their own
 enterprise activities, CTAP has provided significant economic and
 social benefits to the people of Central and Upper Baddibu.

2. Country: The Gambia
 Donor Agency: OXFAM America
 115 Broadway, Boston, MA, 02116
 Telephone #: (617) 482-1211
 Kate Lifanda

 Grant Agreement #: N/A
 Title: Numeracy/Literacy
 Description: Has provided functional numeracy and literacy skills
 to more than 800 women in the North Bank District. Of these 800
 women, 140 received loans to support their own rural enterprises.

3. Country: The Gambia
 Donor Agency: OXFAM America
 115 Broadway, Boston, MA, 02116
 Telephone #: (617) 482-1211
 Kate Lifanda

 Grant Agreement #: N/A
 Title: Women's Literacy II
 Description: Expansion on the OXFAM funded Numeracy/Literacy
 project with the goal to enhance rural women's participation in
 self-help projects, specifically income-generating activities.
 Project serves as integral link between capacity-building
 objectives and sustainable enterprise development for women.

4. Country: Mali
 Donor Agency: OXFAM America
 115 Broadway, Boston, MA, 02116
 Telephone #: (617) 482-1211
 Kate Lifanda

 Grant Agreement #: N/A
 Title: Women's Capacity Building
 Description: Project increases women's revenue through access to
 appropriate training and resources in Kolondieba. Reduces
 women's workload through the introduction of simple food
 processing and preservation technics, and increases women's
 literacy and management skills.

5. Country: Malawi

Donor Agency: AUSTCARE
86-90 Bay Street, Broadway
P.O. Box K359
N.S.W., Australia
Telephone #: (02) 212-2188
Ross Hardy

Grant Agreement #: N/A

Title: Woman/Children

Description: The overall objective of project is to improve the social, educational, and recreation status of refugee women and children. For children, project activities include recreational and educational activities. Women partake in sewing and knitting training as well as in adult literacy classes. A series of income generating activities (vegetable growing, clothes making, small animal raising, bread making etc.) are also encouraged.

MIDDLE EAST/NORTH AFRICA

1. Country: Jordan

Donor Agency: USAID Mission
American Embassy
Amman Jordan
Telephone #:
Bala Krishnan

Grant/Agreement #: 278-0270

Title: Health

Description: Provides training to a cadre of Community Health Scouts in the primary Child Survival behaviors and supervises them in follow-up with women of child-bearing age and their children. Program supports coordination between UNICEF and Jordanian ministries (Interior, Health, and Social Development).

2. Country: Jordan

Donor Agency: USAID Mission
American Embassy
Amman, Jordan
Telephone #:
William T. Oliver

Grant/Agreement #: 278-0277-G-SS-90004

Title: Weaving

Description: Transfers management and technical skills to semi-settled Bedouin women in the production and marketing of traditional handicrafts. Program provides additional income and job opportunities to young women upon completion of high school.

- 3. Country: Pakistan/Afghanistan
 Donor Agency: Asia Foundation
 22 Sayed Jamaluddin Afghani Road
 University P.O.Box 920
 University Town, Peshawar, Pakistan
 Telephone #: 44999
 Elizabeth H. White
 Grant/Agreement #: AG102 PS1009
 Title: Women/SSE in Afghanistan
 Description: In order to enhance the economic status of widows and wives of disabled men living in Nangahar province of Afghanistan, the project provides them with sufficient stock to start poultry projects, as well as training in breeding, poultry care, and basic marketing.

- 4. Country: Pakistan/Afghanistan
 Donor Agency: Department of State
 Bureau of Refugee Programs
 Washington, D.C. 20520
 Telephone #: (202) 663-1024
 Charles Kiel, Anita Exum
 Grant/Agreement #: 103-620067
 Title: Crafts #5
 Description: Annual grants since 1985 provide administrative support to UNHCR-funded Afghan refugee income-generation programs, with special focus on Women's Craft Development/Marketing.

- 5. Country: Pakistan/Afghanistan
 Donor Agency: International Rescue Committee
 GPO 504
 Peshawar, Pakistan
 Telephone #: Peshawar 41274 or 43242
 Andrew Wilder
 Grant/Agreement #: RAP/SCF/2/011-89
 Title: Women's Income Generation
 Description: Aims to replicate in five provinces inside Afghanistan the successful income-generating programs being implemented in Pakistan with Afghan refugees. Provides women with sustainable income through the production of marketable crafts. Project implementation is done on cross-border basis by providing prepackaged materials and guidance.

- 6. Country: Pakistan/Afghanistan
 Donor Agency: AUSTCARE
 86-90 Bay Street Broadway
 P.O.Box K359
 N.S.W. Australia
 Telephone: (02) 212-2188
 Ross Hardy
 Grant/Agreement #: SCF/90/02
 Title: Women's Crafts
 Description: Enables approximately 4,000 Afghan refugee women, living in the North Western Frontier Province of Pakistan, to earn regular supplementary income and support their families through crafts production.

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7. Country: Pakistan/Afghanistan
Donor Agency: UNHCR
Islamabad, Pakistan
Telephone #:
Rene van Rooyen
Grant/Agreement #: 91/AP/PAK/CM/203/n7 and 91/AP/PAK/CM/203/N8
Title: Women's Handicrafts
Description: Annual UNHCR grants since 1985 have provided support to Women's Crafts program above, enabling Afghan refugee women to earn regular supplementary income and support their families through crafts production.

8. Country: Sudan
Donor Agency: Band Aid/Live Aid
P.O.Box 4TX
London, United Kingdom
Telephone #: (71) 490-4945 or 490-1169
Penny Jenden
Grant/Agreement #: S209 and S205
Title: Women in Development
Description: Provided women living in refugee settlements in Eastern Sudan with horticultural training and short term credit programs. Goal was to provide sustainable income and promote better nutrition through the utilization of backyard gardens. Project also assisted Sudanese women of North Kordofan in the rehabilitation of women's cooperative flour mills.

9. Country: Sudan
Donor Agency: AUSTCARE
86-90 Bay Street Broadway
P.O.Box K359
N.S.W. Australia
Telephone: (02) 212-2188
Ross Hardy
Grant/Agreement #:
Title: Women's Poultry
Description: Promotes income-generation activities and the improved nutritional status of families in Eastern Showak, in the Kassala province, by providing women with education in veterinary techniques and poultry.

10. Country: Sudan
Donor Agency: UNDP/UNIFEM & PROWESS
304 East 45th Street
New York, NY 10017
Telephone #: (212) 906-6400
Margaret C. Snyder, Bernt Bernander
Grant/Agreement #: SUD/86/W02 and C-87041
Description: Promotes and supports women's participation in community-based integrated rural development activities, focusing on water, sanitation and health.

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11. Country: Sudan
Donor Agency:

USA/Africa
9920 S. La Cienega Blvd. Suite 815
Los Angeles, CA. 90301
Telephone #: (213) 670-2700
Jalal Abdel-Latif

Grant/Agreement #: 09703

Title: Women's Flour Mill

Description: Assists in rehabilitating women's cooperatives flour mills in North Kordofan in the Um Ruwaba district, enabling women to continue in their income generation activities.

12. Country: Sudan
Donor Agency:

USA/Africa
9920 S. La Cienega Blvd. Suite 815
Los Angeles, CA. 90301
Telephone #: (213) 670-2700
Jalal Abdel-Latif

Grant/Agreement #: 09409

Title: Women's Integrated Food Security Program

Description: Project aims to: a) increase women's skills in community organization and establish and promote their access to training opportunities; b) create income-generating opportunities and establish revolving credit and livestock funds; c) establish women's horticulture projects to improve small-scale farming techniques and establish a women's poultry raising projects; and d) increase access to information on improved nutrition. Project will directly benefit 240,000 women and their children from North Kordofan in the Um Ruwaba district.

13. Country: West Bank/Gaza

Donor Agency:

Canadian Embassy
220 Hayarkon Street,
Tel Aviv, Israel
Telephone #: (03) 527-2929
George Reioux

Grant/Agreement #: N/A

Title: Women in Development

Description: Supports WID programs in the Gaza Strip. Helped to establish four Women's Activity Centers, which provide training in sewing, food processing, and literacy, and to establish links with other women's training institutions.

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ASIA

1. Country: Bangladesh
Donor Agency: USAID
Project Officer: Marge Koblinsky
John Snow, Incorporated (sub-contractor)
1100 Wilson Boulevard, 9th Floor
Arlington, Virginia 22209
Telephone: (703) 528-7474
Grant/Agreement #: 1659-004
Title: MotherCare
Description: Research study which focuses on the primary causes of maternal and perinatal morbidity and mortality, with development and testing of medical interventions to address the problems.

2. Country: Bangladesh
Donor Agency: Red Barnet/Danida
Project Officer: Tove Christiansen
Danish Save the Children
4 Brogaardsvaenget, DK 2820 Gentofte
Denmark
Telephone: (45-1) 68 08 88
Grant/Agreement #: 6200-00
Title: Economic Development Activities in Bangladesh
Description: Enables women and the landless to enhance family health and nutritional status through supplemental income earned from income-generating projects.

3. Country: Bangladesh
Donor Agency: Ford Foundation in Bangladesh
Project Officer: James L. Ross
The Ford Foundation
P.O. Box 98
Ramna, Dhaka 1000
Telephone #: 509-645 & 505004-5
Grant Agreement #: N/A
Title: Maternal Nutrition, Birth Practices & Perinatal Deaths
Description: Researches socio-cultural factors relating to maternal and perinatal morbidity and mortality in Nasirnagar.

4. Country: Nepal
Donor Agency: USAID
Project Officer: Allen Eisenberg
US/AID Mission to Nepal
Kathmandu, Nepal
Telephone #:
Grant Agreement #: 367-0159-G-SS0183
Title: Community Based Integrated Rural Development
Description: Non-formal education classes for women and young girls to focus on specific problems affecting rural women and potential solutions to them.

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LATIN AMERICA

- 1. Country: Bolivia
 Donor Agency: John Snow, Inc.,
 1100 Wilson Blvd, 9th Floor
 Arlington, VA 22209
 Telephone #: (703) 528-7474
 Grant Agreement #: JSI Subcontract # 1659-009 of AID
 Contract #DPE936-Z-00-8083-00
 Title: Save the Children/Bolivia Project MotherCare
 Description: Funds used to a) develop projects that demonstrate a community-based approach to maternal and neonatal health and nutritional improvement, b) to test methodologies and educational materials, c) to document experience, and d) to develop a health information surveillance system.

- 2. Country: Costa Rica
 Donor Agency: Catholic Relief Services
 Apartado 5483+1000
 San Jose, Costa Rica
 Telephone #: 011-506-314655, 314967;
 Fax # 310891
 Grant Agreement #: CR-0D003
 Title: Economic Opportunities for Disadvantaged Urban Communities
 Description: Expands economic activities for beneficiaries, particularly women, in Limon city and surrounding rural areas.

- 3. Country: El Salvador
 Donor Agency: USAID Mission,
 David Kitson
 c/o American Embassy
 APO Miami, FL 34023
 Telephone #: 011-503-98-1666
 Fax # 011-503-98-0885
 Grant Agreement #: 519-0364-G-00-9422
 Title: Community Based Integrated Rural Development OPG III
 Description: Improves socio-economic conditions of low-income families, especially of women and children, in two new impact areas, and reinforces similar programs in four other impact areas, through programs in health, education, and productivity.

- 4. Country: El Salvador
 Donor Agency: USDA Forestry Support Program
 P.O. Box 96090
 Washington, D.C. 20090-6090
 Telephone #: (202) 453-9589 Susan Huke
 Grant Agreement #: 59-319R-0-006
 Title: Workshop/Role of Women in Natural Resource Development
 Description: December 1990 workshop in San Salvador gathered 26 women from 3 countries and 16 institutions to share field-level experiences and analyses.

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5. Country: Haiti
Donor Agency: USAID (through URC/VACS intermediary)
Telephone #: 011 (509) 4-73012:
URC - Imp. A. Thoby #3
Rte. de Feres Delmas 105
Petionville, Haiti (or)
7200 Wisconsin Ave.
Bethesda, MD 20814
Telephone # (301) 654-8338
Cooperative Agreement #: 521-0206-A-00-9057-00
Title: Haiti VACS Child Survival Project
Description: Improves the health of mothers and children through family behavioral training and documents the extent to which this is achieved for a total population of 60,000 in the Maissade/Hinche area.
6. Country: Haiti
Donor Agency: AID/FVA/PVC -
Attn: Frances Davidson, Program Officer, USAID
1601 North Kent St., Rosslyn, VA 22209
Telephone #: (703)875-4118
Grant Agreement #: OTR-0284-A-00-8254-00
Title: Integration of Vitamin A Activities Into Child Survival
Description: Project to determine the prevalence of Vitamin A deficiency, provide Vitamin A, and promote nutrition education for a population of 40,000 in Maissade. A spin-off project of solar drying mangoes through women's clubs has been initiated with support from VITAL (Attn: Mary Lineham, 1601 N. Kent St., Suite 1016, Arlington, VA 22209, (703) 841-0652).

OTHER

1. Countries: Jordan, Tunisia, Zimbabwe, Philippines,
Burkina Faso
Donor Agency: USAID
Project Officer: Sally Jones
FVA/PVC - Room #102
Agency for International Development
515 22nd Street, N.W. - Room #102
Washington, D.C. 20037
Telephone: (202) 663-2645
Grant Agreement #: AID PDC-0279-A-6200
Title: Partnership Grant
Description: Seeks to increase economic self-reliance of families in six countries through technical assistance and training, in the areas of small scale enterprise and credit, community infrastructure, and food production.

2. Countries: Bangladesh, Bolivia, Zimbabwe, Mali, Jakarta, Ecuador
Donor Agency: USAID
Project Officer: Charles Habis
FVA/PVC/CS/H
Agency for International Development
515 22nd Street, N.W. - Room 103-C
Washington, D.C. 20037
Telephone: (202) 663-2632 or 2616
Grant Agreement #: AID PDC-0502-A-5095
Title: Child Survival I and IV
Description: CSI: Program to demonstrate and document methods which protect the life and health of children. Specifically, program sought to a) conduct "child-protective" training for families and communities in ten categories of behavior to protect their children from illness and death, and b) to support families in the practice of these behaviors by assisting communities to organize, implement and monitor primary health care.

Description: CS IV: Program to initiate and enhance previously established program activities in Bangladesh, Mali and Zimbabwe, helping to protect the health and survival of children through family and community training.

3. Countries: Cameroon, Malawi, Sudan
Donor Agency: USAID
Project Officer: Charles Habis
FVA/PVC/CS/H
Agency for International Development
515 22nd Street, N.W. - Room 103-C
Washington, D.C. 20037
Telephone: (202) 663-2632 or 2616
Grant Agreement #: AID PDC-0524-6147
Title: Child Survival II
Description: Objective is to train families in three countries in sub-saharan Africa in practices which will protect child health and to support child protective behavior by assisting communities to organize, implement and monitor primary health care.

4. Countries: Bolivia, Honduras, Nepal
 Donor Agency: USAID
 Project Officer: Charles Habis
 FVA/PVC/CS/H
 Agency for International Development
 515 22nd Street, N.W. - Room 103-C
 Washington, D.C. 20037
 Telephone: (202) 663-2632 or 2616
 Grant Agreement #: AID OTR-0535-A-7215
 Title: Child Survival III
 Description: Program goal to enhance SC's organizational
 commitment to Child Survival and to improve the health conditions
 among the most vulnerable population groups by reducing mortality
 and morbidity of women of childbearing age and children under age
 five through an integrated set of child survival interventions.

5. Countries: Bolivia, Malawi, Sudan, Jakarta, Burkina Faso
 Donor Agency: USAID
 Project Officer: Charles Habis
 FVA/PVC/CS/H
 Agency for International Development
 515 22nd Street, N.W. - Room 103-C
 Washington, D.C. 20037
 Telephone: (202) 663-2632 or 2616
 Grant Agreement #: AID OTR-0500-A-9149
 Title: Child Survival V
 Description: Expands Child Survival projects in five countries.
 Includes funding for new information systems, staff training,
 data sharing and reporting, and technical/management support.

SAVE THE CHILDREN (WCI) WOMAN/CHILD IMPACT PROGRAM
LOGICAL FRAMEWORK

OBJECTIVES	OBJECTIVE VERIFIABLE INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
GOAL:			
To contribute to the human development and contribute to the empowerment of women and children as critical participants in their communities' social and economic development in six core and secondary developing countries by 1996	<p>Human development: the process of widening peoples' choices or the formation of human capabilities, as in health or knowledge; and the ability to exercise or use acquired capabilities as in productivity or in leisure.</p> <p>Empowerment: Increased knowledge, skill, self-esteem, and control over one's own resources.</p>	<ul style="list-style-type: none"> - "Promis" health data and health post data - Literacy training course records and "Promis" literacy data - School records and "Promis" school data - Pre vs post interviews and focus group discussions with women - Observation of level of participation in productive and CD activities 	<ul style="list-style-type: none"> - Qualitative assessment of empowerment yields trustworthy information
PURPOSE:			
To measurably increase SC's impact on women and children in core countries by 1996.	<p>(representative sample)</p> <ul style="list-style-type: none"> - Increase in women's groups organized and functioning - Increase in children's groups organized and functioning. - Increase in percent/kind of loans taken by women 	<ul style="list-style-type: none"> ((Program records and (observation of level (of activity (- Program records-credit database 	<ul style="list-style-type: none"> - Groups can surmount cultural/ other barriers to formation and success. - Local/National economic conditions improve or remain same.

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| | <ul style="list-style-type: none">- Increase in number/kind of productive activities undertaken by women. | <ul style="list-style-type: none">- Program records | |
| | <ul style="list-style-type: none">- Increased application of new agricultural skills/techniques. | <ul style="list-style-type: none">- Extension workers' records | |
| 3) Increasing their attainment of basic education levels. | <ul style="list-style-type: none">- Increased participation in basic education activities, including primary school especially of girls | <ul style="list-style-type: none">- School and program records | <ul style="list-style-type: none">- Schools expand or at least stay open |
| | <ul style="list-style-type: none">- Increased in women's literacy | <ul style="list-style-type: none">- Program records | <ul style="list-style-type: none">- families support women's literacy efforts |
| 4) Increasing their health status | <ul style="list-style-type: none">- Increased utilization of available health services.- Improved health behavior at home. | <ul style="list-style-type: none">- ProMIS data- ProMIS data | |
| 5) Further developing SC's capability for qualitative/quantitative evaluation, staff/organizational development, partnering and grant management. | <ul style="list-style-type: none">- Functioning qualitative/quantitative systems in place- Functioning staff/organizational development systems in place- Increase in number of partnerships with local institutions- Functioning grant management system in place | <ul style="list-style-type: none">- Observation- Observation | <ul style="list-style-type: none">- Systems development receives agency-wide support |

NOTE: In response to PGI evaluation recommendations (see question #45): (a) "Incorporate baseline data into planning, evaluation, and monitoring system to enable more accurate measures of impact, and (b) In planning complex multi-year programs, such as PG, it is preferable that the headquarters provide the philosophical framework, while individual field offices translate into a strategy based on local conditions", SC proposes to engage home off and primary countries in preparation of detailed implementation plans early in Year One in order to accurately determine specific measurable indicators related to the above general program results.

OUTPUTS:

1) Program Implementation

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|---|---|--|--|
| - Local-specific "clusters" of sectoral interventions identified | - Six primary country "clusters" identified | DIP's | |
| - Primary country detailed implementation plans (DIP's) completed | - Six DIP's completed | DIP's | |
| - Women's and children's action groups formed or expanded | - Increased number of women's and children's groups formed/expanded | - Program records/visits | |
| - Innovative basic education programs implemented | - Core country basic education programs implemented | - Program records/visits | |
| - Revolving loan funds expanded and self-sustaining "locally managed" | - Core country loan funds expanded, etc. | - Program records/credit database/visits | - Local economic conditions positively affect credit program establishment |
| - Training cycles designed and functioning in core and secondary countries | - Participating country training cycle designed/functioning | - Program records/visits | - FO trainers can establish/manage training cycles |
| - Partnerships established with local institutions in primary and secondary countries | - Increased number of NGO partnerships established | - Program records/visits | - Program receives support of relevant existing local institutions |

2) Support

- | | | | |
|---|--|--|---|
| - Sectoral training, technical assistance and documentation programs designed and implemented | - Program support division training, TA and documentation programs functioning | - Program records/trip and event reports | |
| - Agency wide management training program implemented | - All SC Directors completed management training program | - Program records/trip and event reports | - Management consultant identified/contracted |

5
- Establishment of new regional management and technical assistance mechanisms

- Three new regional management/TA mechanisms established

- Program records/trip and event reports

- Planned "regionalization" steps taken

- Quantitative/Qualitative evaluation systems expanded and functioning (incl "Promis", "PEMS")

- Quantitative/qualitative evaluation (systems functioning and new (instruments developed

(observation/trip and event (reports

- Impact evaluation specialist hired

- Agency staff and organizational development systems designed and functioning

- Agency S-OD systems functioning and (materials developed

- Agency endorsement of S-OD plan by staff development council

- Program lessons learned documented systematically

- Case studies, working papers, special program studies and reports produced

- Agency archives

INPUTS:

- Project and support funds/materials

- \$7.5 million and/\$7.5 million SC

- Grant reports and agency records

- AID missions support SC activities

- Program management and administration staff

(staff in place, especially female, (as per organization chart

(Agency records

(Qualified staff available

- Technical support staff

(and country plans

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TA - Training/Resource Sharing/ Materials Developed in:

- Identification of local impact indicators

(Baseline study design & global (indicators list developed (Six primary country baseline workshop (conducted

- Archive

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(Qualified staff available

- Baseline studies

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- Small-scale enterprise and credit

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- Primary school curriculum innovations

- Primary school curriculum innovations((
- Womens literacy training techniques (Annual TA consultants and (Event reports
- Group formation and financial (resource-sharing visits provided (
- management techniques (by HO, consultants, (
- Innovative women's reproductive (regional staff, etc (
- health activities ((
- Midterm/final evaluation - Evaluation findings - Evaluation reports
- PEMS and HIS evaluation systems - Existent systems and improvements - Evaluation reports

DOCUMENTS PRODUCED IN THE FIRST YEAR OF THE GRANT

Guidelines for Preparing a Detailed Implementation Plan, November 1991.

Quantifiable Indicators for Planning and Evaluating Programs which Make a Difference in the Lives of Disadvantaged Children, June 1992.

Strong Beginnings: An International Initiative in Early Childhood Development, June 1992 (Collaborative Effort with the Educational Unit)

WCI Planning Workshop with Core Countries - Report, July 1992.

Mali Strategic Planning Workshop Report, December 1991

Haiti Strategic Planning Workshop Report, December 1991

Bangladesh Strategic Planning Workshop Report, January 1992

Bolivia - Multisector Detailed Implementation Plan, March 1991

Haiti - Multisector Detailed Implementation Plan, March 1991

Mali - Multisector Detailed Implementation Plan, March 1991

Bangladesh - Multisector Detailed Implementation Plan, March 1991

MIS Conference Report, September 1992

Latin American Regional Conference Report,

West Africa Subregional Conference Report, March 1992

International Economic Development Conference Report, July 1992

Revolving Loan Fund Program Evaluation, July 1992

West Bank / Gaza Group Guarantee Lending Manual, July 1992

Economic Development and Health Development Strategies Middle East Region Conference, March 1992

WCI Quarterly Reports, January 1991, April 1992, July 1992

Trip Reports for each technical assistance visit made.