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ADVANCING WOMEN'S STATUS & CHILDREN'S WELL-BEING



THE WOMAN-CHILD IMPACT PROGRAM

ANNUAL REPORT

1995



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



**WOMAN/CHILD IMPACT PROGRAM:
A FIVE YEAR MATCHING GRANT**

**FOURTH YEAR ANNUAL REPORT
OCTOBER 1994 - SEPTEMBER 1995**

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

**SAVE THE CHILDREN
PROGRAM DEVELOPMENT DEPARTMENT
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EXECUTIVE SUMMARY OF PROGRAM ADMINISTRATIVE AND FINANCIAL STATUS

The goal of the Woman/Child Impact 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 expanding upon its previous community development and child survival programs to define a woman-focused and child-centered approach which emphasizes: (1) Integration of mutually reinforcing programs in economic development, education, health and natural resource management; (2) Achievement of significant scale through expansion, partnerships and replication; and (3) Measurable and sustainable impact at both policy and program levels. In addition, the program assists in further developing capacities in impact evaluation, staff/organizational development and grant management.

In the fourth year, WCI-supported program models have achieved extraordinary results. Having met most of the grant objectives by the time of the midterm evaluation, WCI core country programs are achieving significant scale and impact. Most prominent among these is the Mali program approach which emphasizes the identification and analysis of gender disparities, and formulates a program for parity of benefits, access to information and decision-making. The Mali village school model has drawn the attention of the broader international development community, of other West African governments, and is being expanded in other parts of Africa. Successful program models of multi-sectoral integration through strategic partnerships presents similar opportunities for expanded impact in Bangladesh.

Within Save the Children, the fourth year of the WCI program marks major strategic advances in articulating overall program direction. WCI led the facilitation and reconfiguration of the organization's Key Program Principles. In support of SC's organizational decentralization, WCI training teams were established in eight sub-regions or "Areas." These field-based teams provide technical assistance on gender-aware program integration during annual planning processes. A gender guide, *Gender Relations Analysis: A Guide for Trainers*, established guidelines for incorporating gender considerations in all programming.

The WCI program also led an Agency-wide Discussion Series on cross-cutting themes in development, conducted gender relations training for SC's Senior Management Team, coordinated the development of a Program Handbook for use by all staff, and continues to provide assistance with the refinement of the program framework during the revision of SC's Strategic Plan. Through WCI-support, the Economic Development initiative has expanded to such an extent that a separate office within Program Development was established. The Economic Opportunities Office supports twelve Group Guaranteed Lending and Savings (GGLS) programs and one sub-sectoral development program, all of which focus on increasing the income and status of women.

WCI's emphasis on impact has advanced. Studies to measure impact led by field staff, usually in partnership with local research institutes, are now being conducted in four core countries as well as in other countries. An additional module is being added to the inter-sectoral information system, ProMIS, to measure changes in women's decision-making capacity, and consequences for children's options.

Documentation was enhanced significantly this year. The WCI Office now presents itself through a series of documents ranging from a simple brochure to a computerized graphics presentation. The newsletter, *Program Exchange*, is printed in a new, user-friendly format that encourages reading by and contributions from practitioners in the field.

On the policy front, the WCI program coordinated SC's presence at the U.N. Fourth World Conference on Women in China. Through lead roles in numerous workshops and panels, SC and partner Agency representatives presented SC's experience and advanced WCI approaches to development. Through representation on the delegation of the International Save the Children Alliance, SC also extended its advocacy for the girl child in the official meetings of the Conference in Beijing.

Bangladesh

For Bangladesh, FY95 was a year of change and growth. Accomplishments include the development of an annual training calendar; institutionalization of a standard format for training design and session planning; development of training modules for communities, women's savings groups, development promoters and Save the Children staff; expansion of family planning activities; strengthened capacity to carry out action research; and the scale-up of credit programs. Through workshops and follow-on activities with religious and opinion leaders in Brahmanbaria District, Save the Children hopes to positively influence couples' decision-making about family planning. The Brahmanbaria District includes 1.72 million inhabitants. In Nasirnagar, the field office trains caregivers about home-based Early Childhood Development activities. Through its partnership with the Association for Social Advancement (ASA), Save the Children has been able to establish 218 joint SC/ASA women's savings groups. There are now more than 7,000 women's savings group members. The mid-term evaluation of the WCI grant provided staff an opportunity to assess changes in the field office and refine systems for planning, monitoring, and evaluation. On October 2, the Bangladesh field office welcomed a new director, Caroline Arnold.

Bolivia

This year has been one of considerable expansion for the Bolivia field office. A mid-term evaluation was conducted in November. By the end of the fiscal year, all recommendations of the evaluation had been implemented, including major changes in the way credit is delivered. A majority of the women who began basic literacy training completed it this year. With that change, the project methodology is now focused on post-literacy with a gender and organizational focus. In addition, the role of the volunteer

literacy monitor is undergoing considerable change from one of literacy instruction to one of learning facilitator. The literacy monitor will be more involved in organizing continuing education activities in the community. SC/Bolivia recognizes that if education activities are to continue beyond the life of the grant, women need to become accustomed to paying some fee for services rendered. Save the Children staff also provided on-going support to the Secretary of Education, training teachers in participatory, and child-centered methods of instruction. During the third quarter, the field office completed the restructuring of the women's credit program. In the fourth quarter, the credit program expanded considerably. With the help of the research and evaluation specialist, the field office initiated a program impact study. This study is being carried out jointly with a prominent national research institute and will yield statistically valid data about the effects of multi-sectoral programming on women and children. Results from the study will be shared in the next quarterly report.

Haiti

Save the Children's Haiti Field Office implements an integrated, community development program in Maissade. During this past year, operating conditions have improved allowing the effective and timely implementation of the project. Of note, there has been increased technical assistance to improve agricultural production, literacy, access to credit, and community-wide knowledge. This year, male SC project staff have worked to sensitize other men to the importance of women's empowerment. ProMIS2 was installed in March. By October, all service statistics on vaccination and nutritional status had been entered. An action research study--currently in progress using ProMIS2--compares the health practices of women who participate in multi-sectoral services to those who do not. The Haiti field office also completed a qualitative study on women's empowerment and literacy; this study was conducted jointly with UNICEF. Results from literacy tests indicate that of the 849 women who began courses in September, 1994, 76% successfully completed the training (as measured by a passing grade on the final exam). In April, an internal mid-term evaluation was conducted using participatory rapid appraisal methods. Results have been incorporated into the FY95 and FY96 annual plans. The management of the program has been stable and strong. Francis Herder joined the field office as director in April.

Mali

This year's accomplishments include a general revitalization of staff understanding of gender and development, additional progress in national policy areas concerning children, and a significant rethinking of the basic program principles of Save the Children. Field office activities have progressed from a "women in development" approach to a "gender and development" model, which places greater emphasis on the analysis of the underlying causes of gender disparities. During this year, a new WCI coordinator was named. *Animatrices'* work became more prominent as they assumed greater responsibility for "in-house" consulting for the analysis of gender-related inequities. The field office has also undertaken a general review of its recruiting policies and gender. For the first time, a

woman holds the position of Deputy Program Manager in Kolondieba. In addition, a woman has been promoted to Office Manager in Bamako and two new expatriate positions (Deputy Director and Finance Advisor) have been filled by women. The success of Save the Children's schooling efforts for girls has attracted the interest of many partners, including the Malian Ministry of Education, USAID, UNICEF, CARE, Save the Children/UK, and Save the Children/Canada. In July, an intersectoral impact study began. This research will help SC/Mali refine its curricula and teacher training methods. Finally, during the past year, women's access to credit has increased (at the beginning of WCI, 20% of borrowers were women; now 65% are women).

I. BACKGROUND TO GRANT AND PROJECT CONTEXT

Save the Children is an international non-profit Agency which has programs in over 40 countries worldwide, including the US. 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 63 years of operation, Save the Children has continued to refine its community-based, integrated approach to meet global challenges. The Agency has positioned itself as a leader in improving community health, reducing population growth, alleviating poverty, increasing educational attainment, and ensuring gender equity. More recently, the Agency has strengthened its commitment to achieving measurable, positive impact on women and children, through innovative programs based on the Agency's core values.

In 1991, Save the Children conducted an Agency-wide strategic planning process, involving home office and field office staff as well as external experience and input. This process resulted in a women-focused, child-centered approach that supported integration, impact at program and policy levels, and the achievement of significant scale. 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 non-governmental 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 Agency's strategic program plan. It provided the resources for 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 support funded by the grant are elaborated in the text which follows.

II. PROJECT METHODOLOGY

The goal of the WCI program is to contribute to the empowerment of women and children as key participants in their communities' social and economic development. To achieve this goal, the WCI program supports expanded activities in economic development, education, and natural resource management sectors, linking them with existing Child Survival/Maternal and Child Health programs. In addition to supporting direct program interventions, the WCI program helps Save the Children to further develop its capacity in three critical areas: impact evaluation, staff/organizational development, and grant management.

In the first year of the grant, each of the four primary countries prepared detailed implementation plans. During the second year, core countries began implementing their plans by launching women- and child-focused programs. In the third year, Save the

Children's programs continued to be focused on women and children. The annual meeting of field office directors emphasized the redefinition of "impact area" and significant impact through scale. Increasingly the Agency expands impact by collaborating with other organizations without the constraints of a pre-defined geographic impact area. In the fourth year of the grant, WCI has placed greater emphasis on the institutionalization of Woman Child Impact within Save the Children. This has been accomplished through:

- review and modification of the program principles
- decentralized regional training systems; and
- increased emphasis on documentation and dissemination.

Program Principles. WCI coordinated the initial gathering of staff from around the world to review and update SC's key program principles, the subsequent review of incorporation of comments from field and headquarters staff, and the finalization and dissemination of the revised program principles.

Decentralization. In response to increasing concerns about cost effectiveness and the institutionalization of WCI approaches throughout the Agency, WCI conducted the first phase of training to strengthen SC's capacity to deliver women-focused and child-centered programs that are sustainable, and where impact can be scaled up. The Family and Community Empowerment Training Systems (FACETS) initiative currently includes 8 teams of trainers from each of 8 SC sub-regions. In the future, these teams will form the core regional technical assistance providers to SC and local partners.

Documentation and Dissemination. Recognizing the need for greater documentation and dissemination of successful models, WCI also supports the establishment of formal and informal relationships with research institutes, universities and governmental ministries. These partnerships extend SC's influence on policy making and encourage greater field office and local NGO involvement in action research, documentation and dissemination.

III. MONITORING AND EVALUATION

The fourth year of the WCI grant has been one of tremendous progress in the assessment of program impact. The following provides a highlight of recent activities which assess impact and improve technical assistance.

1. Impact Studies

The documentation of impact is an integral part of Save the Children's work to make lasting, positive differences in the lives of children. In the past year, Save the Children has initiated a number of impact studies through the support of WCI. These studies:

- test the working principles which are at the very core of the organization, including child-centered development, gender equity, measuring impact, scaling up, empowerment, and sustainability

- give field staff the opportunity to gain hands-on experience in the design and execution of action research
- strengthen linkages with in-country research institutes
- provide staff in the home office and in field offices with information which can improve programs
- inform the debate about women- and child-focused development.

A description of each study appears below:

Bolivia

The Bolivia impact study is designed to help field staff assess and improve health, credit, and literacy programs. It also tests one of the core principles governing Save the Children's work: that integrated programs have a greater impact upon the well-being of women and children than single sector interventions. In this study, 531 women and their children are compared. Women come from four types of communities: those where only health programs are in place; communities where health and credit or health and literacy programs are operating; communities where all three programs are functioning; and communities where Save the Children does not work. The purpose of this study is to answer questions central to Save the Children's mission, including the following:

- Does participation in integrated SC programs (health, credit, literacy) lead to a greater voice for women in community affairs?
- Does involvement in multisectoral programs have a greater positive impact on boys' and girls' school enrollment and completion rates than participation in single sector activities?
- In communities where Save the Children works, are parents' aspirations for boys and girls higher?
- Is women's level of independence, including control over resources, mobility, and decision-making greater?
- Does integrated programming improve children's nutritional status? and
- Do integrated programs improve birthspacing and decrease morbidity and mortality for children?

At the time this annual report was written, data had been collected, entered into the computer, and cleaned. Analysis of results has already begun. This study is being carried out collaboratively with the Unidad de Analisis de Politicas Sociales (a Bolivian research institute) and an independent Bolivian consultant who has considerable experience conducting gender research.

Mali

Like the impact study in Bolivia, the purpose of action research in Mali is to understand the impact of integrated programs. This study of 1143 children and their families compares the health and gender impact of Save the Children's innovative village school

program. To date, three groups of children have taken part in this study: children who are enrolled in the village school program, children living in the same community who are not enrolled, and children from other communities where there is no village school. The study uses quantitative and qualitative methods to examine children's psychosocial development (boys' and girls' assertiveness and self-esteem, their expectations and aspirations), and health (use of Oral Rehydration Therapy, point prevalence of diarrhea, and acute and chronic malnutrition). The study also assesses the impact of village schools on gender. Data for this study are currently being collected and entered into the computer. Save the Children's partners in this action research include Sarah Castle of Brown University and CERPOD, the demographic research institute of the Sahel.

Bangladesh

The Bangladesh Field Office initiated a number of impact studies this fiscal year, including a study on the Save the Children/Association for Social Advancement partnership. This study used qualitative and quantitative methods to assess whether the SC/ASA credit program was reaching resource-poor women targeted by Save the Children. The study also explored the performance of the credit model as well as factors behind non-participation in SC/ASA credit groups. Results from the study suggest that the SC/ASA partnership model does not discriminate against the poorest of the poor. However, for some women--those who do not own land nor homes as well as those who temporarily migrate out of the area--it is difficult to join groups and receive credit. Other shortcomings of the model include credit groups which are too large in size, a loan size which is insufficient to stimulate business growth, and short repayment schedules. The large size of credit groups impedes loan repayment and forces ASA staff to pressure women to pay back loans. In spite of these difficulties, the partnership has brought credit to many more women than would have been possible without SC/ASA collaboration. In addition, income generated from loans helps women and families avoid the peaks and valleys associated with economic survival in rural Bangladesh.

Lebanon

Save the Children is the only organization in Lebanon providing loans to resource-poor women. The purpose of this study is to establish a baseline of information about Group Guarantee Lending and Savings (GGLS) participants and non-participants in 3 distinct areas: Palestinian refugee camps and urban and rural settings. A follow-up to this study of 504 women and their children will take place in 1 to 1 1/2 years. Univariate and multivariate statistical analysis will be used to determine how GGLS programs:

1. contribute to women's decision-making power
2. improve women's control over resources
3. enhance women's roles in community groups
4. positively or negatively affect boys' and girls' attendance at school
5. influence children's morbidity (as measured by the point prevalence of diarrhea)
6. contribute to the success of the microenterprise.

Final results are expected by the end of 1995. Preliminary results point to the importance of *group* lending in strengthening ties of solidarity among women. Save the Children/Lebanon is carrying out this study in conjunction with Information International, a local research institute.

2. Enhanced technical assistance to the field

Field offices receive technical assistance in monitoring, evaluation, and action research through a number of mechanisms, including home office support and assistance from consultants. Increasingly, local research institutes provide essential training in action research methodologies. Over the past year, Save the Children has initiated and strengthened relationships with the Population Studies and Training Center at Brown University, UDAPSO (Social Policy Analysis Unit) in Bolivia, the Population Council, CERPOD (the demographic research institute of the Sahel), and other organizations and individuals.

In addition, over the course of the past year, the research and evaluation specialist has provided direct technical assistance in monitoring, evaluation, and action research to field offices in Bangladesh, Armenia, Georgia, Azerbaijan, Bolivia, Lebanon, and Jordan. Indirect technical assistance has been provided through regular articles in the *Program Exchange* newsletter.

Finally, the research and evaluation specialist has worked with field staff, the H/P/N unit, and the PC group at Save the Children to develop a multisectoral ProMIS system. When the research and evaluation specialist was in Bolivia in March, he helped field staff select indicators from non-health sectors for inclusion in ProMIS. Staff from other countries have also selected multi-sectoral indicators. With the recent completion of the next version of ProMIS (2.0.3), field staff are prepared to develop modules from other sectors. It is expected that this work will take place next quarter.

In addition to the activities listed above, WCI staff have worked closely with the PVC office during the final evaluation of the WCI grant.

IV. REVIEW AND ANALYSIS OF PROJECT RESULTS BY COUNTRY

BANGLADESH FIELD OFFICE

I. BACKGROUND TO GRANT AND PROJECT CONTEXT

Eighty-six percent of the population in Bangladesh lives in abject poverty. It has a population of 122 million (1995) of which 50 percent of households are landless, a situation which will worsen with the anticipated doubling of the current population in the next thirty-five years.

Bangladesh has the highest percentage of low birth weight infants (34 percent) in the world. Over 90 percent of children are considered malnourished. This partially explains the high under-five mortality rate (150/1000). Though immunization levels have reached 69 percent nationally, vaccine-preventable diseases still account for approximately one-fifth of childhood deaths. One-third of childhood deaths are diarrhea-related; national ORT use rate is 30 percent.

The situation of women is especially difficult and is another significant factor in high infant and child morbidity and mortality. The MMR is one of the highest in the world (650/100,000 live births). Adolescent girls, most of whom marry before age 18, are generally already at high risk when they bear their first child because of a lifetime of inadequate nutrition that causes poor physical development and anemia. The cyclical nature of poor female health - from infancy through child-bearing years - is exacerbated by a low female literacy rate of 22 percent which also limits economic options.

Low female socioeconomic status is rooted at the family level and is perpetuated by society at large. Few investments are made in female education and health. By tradition, a woman is bound within the confines of her husband's household and her contribution to the family is measured by her ability to bear sons. In general, she cannot even control her own fertility; family planning decisions are generally made by the husband. Contraceptive prevalence rates in the Bangladesh Field Office's Nasirnagar impact area are only 39 percent even though 67 percent claim to want no children in the next three years.

A woman's lack of mobility directly impacts on her health and the health of her children because it limits her knowledge of and access to health and other services. Rural health services are limited in scope and are of poor quality, particularly for maternal care; they are generally distant from rural areas, rendering them useless for emergency cases. Bangladesh is one of three countries in the world where the life expectancy of women is less than that of men.

These problems - poor nutrition of infants and mothers; early marriage of girls; limited economic opportunities and less mobility of women; low investment in female education and higher dropout rates; inaccessible and inadequate maternal/child health services; and in particular the poor social status afforded to women - have defined the mission, sectoral

foci and strategies of the Bangladesh Field Office. **The aim of the Bangladesh Field Office is to measurably improve the lives of poor women and their children within the context of family and community through sustainable, integrated programs and by contributing through action research and documentation to the broader understanding of and policy support for development processes that effectively reach that target group.** Improving the socioeconomic status of women is seen as a key strategy for improving the health and well-being of children and their mothers.

Prior to the Woman/Child Impact program (WCI), the Bangladesh Field Office was working with Women's Savings Groups (WSGs) as a separate program component within its four project sites. The four sites were geographically disparate and covered very small populations. New approaches and strong initiatives were required if Save the Children/Bangladesh Field Office expected to effectively reach, expand and have a significant impact on poor women and their children.

While the Bangladesh Field Office had resources for its various sectoral programs, resources were lacking for organizational and institutional development initiatives of the type which were needed to re-direct programs toward greater impact on women and children for greater coverage.

The Woman/Child Impact program was designed to provide resources for this purpose, specifically in the areas of training and capacity-building, monitoring and evaluation, and action research. The WCI grant has enabled the Bangladesh Field Office to expand population coverage, develop decentralized program management and financial systems, revise sectoral strategies for greater focus and impact on women and children, and develop partnership initiatives with government and non-government agencies. The grant was also focused to develop grassroots level local institutions with the aim of empowering rural poor women and changing their decision-making role in social status.

After initiation of the WCI Program, during FY95, a radical change has occurred in the Bangladesh Field Office program. The Bangladesh Field Office is moving from Tier I to Tier II stage which seeks to broaden policy impact through action research and through provision of technical assistance to local implementors and service providers for capacity-building/institutional development.

II. PROJECT METHODOLOGY

PROJECT GOAL AND PURPOSE

The goal of the project is to improve program quality and impact on women and children. Objectives to be achieved under the WCI program are

1. to strengthen sectoral strategies and integration of the various program components for greater impact on women;

2. to enhance growth, effectiveness and sustainability of Women's Savings Groups (WSGs) as a means of institutional support for the poorest women and provide technical assistance to upraise as local institutions; and
3. to strengthen the Bangladesh Field Office's organizational skills and capacity in training, monitoring and evaluation, and action research as a means of improving program quality and disseminating lessons learned.

PROPOSED VERSUS ACTUAL ACCOMPLISHMENTS

Training

Training is undertaken at all levels of the program - for staff, community-level development promoters, WSGs and other community groups - as a means of developing knowledge and skills, organizing and strengthening groups, integrating activities, and disseminating information. Through the WCI grant, the Bangladesh Field Office institutionalizes its training capacity, thereby providing better trainers and more effective participatory training at all levels. This has already been done by a training unit within the Bangladesh Field Office, headed by a Training Coordinator who works as an integral member of a program management team comprising key sector managers. The Training Coordinator ensures that all Bangladesh Field Office training programs and activities are focused on achieving greater impact on women and children.

Expected outputs:

- a Bangladesh Field Office training cycle which includes annual training needs assessments and plans for WSGs, community-level development promoters, staff and community;
- standard systems, procedures and formats for planning, implementing and evaluating training activities;
- written "core" training modules for WSGs, community-level promoters and staff.

Accomplishments within this reporting period include:

- development of an annual training calendar in coordination with field and Dhaka-based program staff and community-level development promoters;
- institutionalization of standard format for training design and session planning;
- development of different training modules covering targeted skill areas for communities, WSGs, community-level development promoters, and Bangladesh Field Office staff;
- skills development through
 - I. participation of training coordinator, WCI program officer, and impact area manager in P/ID workshop in Nepal;
 - II. participation of WCI program officer in FACETS workshop on Gender in Ethiopia;
 - III. a follow-up P/ID workshop conducted by the training coordinator as one of the facilitators in Pakistan.

Monitoring/Evaluation and Action Research

The Bangladesh Field Office has an extensive manual and computerized monitoring and evaluation system originally designed to provide program management information on health programming efforts. Through the WCI program, this system has been expanded to track and evaluate women's participation in and benefits from WSG membership and non-health sectoral activities. Qualitative studies and action research supplement quantitative information provided through the program management information system (ProMIS) and surveys. The purpose is to better evaluate the impact of program interventions on women and children and to use that information in program design and advocacy efforts.

Expected outputs:

- Non-health indicators to measure program impact on women incorporated into the ProMIS; development of monthly program monitoring report;
- modified manual MIS system to include inputs from, as well as feedback to, the beneficiary and field-level staff;
- maintaining a computerized sentinel surveillance system;
- develop and implement an action research agenda directly linked to program development and focused on enhancement of position and well-being of women and children;
- disseminate plan for evaluation and study results; and
- revise WCI detailed implementation plan.

Results during this reporting period include:

- Completion of a household baseline survey in an additional (eighth) union in Nasirnagar impact area.

Tier I program

Save the Children began a community-based integrated development program in Bangladesh in 1972. Four impact areas were established during the first several years of operation with no further expansion until 1993. The Bangladesh Field Office phased over three of the four areas (Ghior and Mirzapur in 1994, and Rangunia in 1995). Nasirnagar, one of the poorest and under-served area by government and other service providers is the Tier I impact area and will expand in geographic and population coverage to encompass an entire *thana* (government administrative unit) over the next several years.

The Bangladesh Field Office's Tier I program has been centered on women's group formation. These groups have been the fora for community action, health messages, credit and education. In the last few years, the groups have been revamped to specifically target the poorest, most vulnerable women (identified through the Bangladesh Field Office's demographic data base) for membership. These Women's Savings Groups are now the key mechanism through which the poorest women and their children are reached by all sectoral programs, though health activities are implemented community-wide.

It is important to mention that action research is being extensively used in program development and in strengthening program quality, for instance, studies on Dharmondal, education, IARF, and SC/ASA.

Tier II Program

Based on its direct implementation experience, the Bangladesh Field Office has been able to attract funding for program activities beyond its Tier I impact areas for

- family planning in which SC will conduct workshops and follow-up activities to religious, and opinion leaders at Brahmanbaria District who have been identified to be influential to couples regarding contraception;
- early childhood development wherein SC implements training of caregivers on the developed home-based ECCD activities in Nasirnagar; organize parent groups and NGO center workers in areas with center-based ECCD programs of the government funded NGO, the Organization for Multilateral Welfare and Education which has 30 pre-school centers in Brahmanbaria, hence advocating for school preparedness through creative home-based and pre-school center activities; and
- enhancing extension capabilities of local NGOs in the greater Comilla chapter (composed of 5 districts) on expanded homestead production together with the Department of Agricultural Extension (approximate household coverage at 400,000).

New Initiatives

Bangladesh has great potential for the spread of HIV due to the fact that it is surrounded by India and Myanmar, which have rapidly rising rates of HIV incidence. Recent World Bank projections in moderate scenario indicates that by year 2000 cumulative HIV infection will be 300,000 and cumulative AIDS cases will be over 30,000.

To contribute to the body of knowledge on STD/AIDS, the Bangladesh Field Office with contribution from two embassy funds, has initiated a study that will

- enumerate the prevalence of gynecological morbidity including STDs from the impact area and will correlate the findings with demographic, socioeconomic and other health related variables
- test and refine accordingly the Bangladesh adaptations of WHO algorithms for the syndromic management of STDs; and
- initiate development of IEC materials appropriate to rural Bangladesh for education and counseling.

Findings of the study will be used and disseminated widely to reach and influence as many implementors and policy-makers as possible. The findings are also expected to play an important role in generating support for national STD programs in particular and women's reproductive health in general. A program will be developed based on findings for the provision of training and technical assistance to strengthen outreach capabilities of other agencies. With the involvement of SC in family planning at the district level, Bangladesh Field Office is positioned to be within an inner circle of 5 NGOs which traditionally dominated this sectoral work programmatically and financially.

The Bangladesh Field Office was successful in acquiring a few grants which cover areas beyond conventional direct implementation. This gives an opportunity to develop district level programming which are planned with some of the activities. During 1996 the Bangladesh Field Office will further explore possibilities on district programming.

Urban Area Programming

In Bangladesh, 22.9 million (20 %) of the total population of 112 million, is in urban areas. The annual urban growth rate of 5.8 percent doubles the national growth rate of 2.6 percent, and in the larger metropolitan areas such as Dhaka, the urban growth is 9 percent. If present trends continue, by the year 2010, Dhaka and other urban centers will represent 40 percent of the population.

The Bangladesh Field Office is undertaking an initial study on urban poor in Dhaka. Secondary data is being gathered, and initial discussions with local NGOs as possible partners are being conducted at the time of PPB preparation. In FY96, programs will be conceptualized, area and partner selection completed, and some activities will be initiated. Sponsorship staff studied the Jakarta Program in the latter part of FY95 and will conceptualize how sponsorship can be carried out in an urban setting. Program staff will be given an orientation on urban programming by those who have conducted site visits to the Jakarta or Manila programs. Area selection, partner selection, and conceptualization of the program is being done in FY95 and the early part of FY96 with initiation of activities in FY96.

III. MONITORING AND EVALUATION

MONITORING AND EVALUATION INFORMATION AND REVISIONS

Population coverage has increased during the life of the grant from a baseline of 76,100 to 175,000. This population comprises 27,814 households.

Currently there are 516 Women's Saving Groups (WSGs) with 7,982 members from eight unions in Nasirnagar and Rangunia. Of these, 3,569 WSG members received credit with a repayment rate of more than 99%. All of them are receiving information on credit, group development, primary health care, and early childhood care and development.

Coverage of target households through membership in WSGs currently stands at approximately 42% against a targeted 75%, which shows an upward trend since the SC/ASA collaboration.

A special study on "Community Perceptions and Behavior towards Children's Education" utilizing both qualitative and quantitative methods has been completed in this reporting period. The study provides insight into how the community values education and explores its willingness to pay for education.

Institutional sustainability of WSGs is a stated objective of the WCI program. Accordingly a revised WCI DIP has been prepared which establishes local institutions in the community. A workshop is planned for December 1995 to finalize the WSGs institutional framework in terms of the revised WCI DIP.

STATUS OF MID-TERM ASSESSMENT

An internal mid-term evaluation conducted in May 1994 during which the Bangladesh Field Office staff assessed changes in the program since 1991 and made plans to further strengthen training, research and monitoring and evaluation. As a result, the Field Office has refined systems for planning, monitoring and evaluation so that progress toward achievement of WCI goals and objectives can be more easily assessed. A key conclusion of staff who participated in the evaluation exercise was that the WCI grant should be viewed as an organizational development program, with organizational development initiatives directed toward positive impact on women and children with more significant coverage. This perspective helped generate a greater appreciation for the WCI program among staff. An evaluation report was submitted to SC Headquarters in June 1994.

Staff feel that the Bangladesh Field Office has undergone many positive changes since the WCI program began. Since 1992, it has expanded its population coverage, reviewed and developed Field Office systems for increased efficiency, has strengthened several sectoral strategies for greater impact, and has broadened its implementation approach by working with partner agencies (local and national). These changes can be considered to be significant considering the short span of time in which they have taken place.

IV. REVIEW AND ANALYSIS OF PROJECT RESULTS

SPECIFIC OUTPUTS

During Year I of the WCI grant, the Bangladesh Field Office underwent an extensive and highly participatory strategic planning exercise to lay the groundwork for a greater program focus on women and children. An important outcome of this process was the stated Bangladesh Field Office mission to measurably improve the quality of life 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 policy support for development processes that effectively reach that target group.

Grant activities during Year II largely concentrated on reorienting staff and communities toward the women-focused program and re-directing program strategies and activities to align them with the Bangladesh Field Office mission. This included the development of program strategies, structures and systems to support implementation of the strategic plan developed in Year I.

Years III and IV have seen many developments. For example, moving forward with implementation of new strategies (e.g. partnering in education and economic opportunities) and systems (e.g. decentralized planning, budgeting and monitoring) and expanding activities in training and action research. Bangladesh Field Office's organizational capacity has been considerably strengthened and a gender perspective is being strengthened within the program. It has been possible to make some assessment of progress toward program objectives and recommend revisions in some of the strategies and systems. A radical change occurred in all dimensions of program design and in operations, especially scaling up from Tier I to Tier II strategy.

The Woman-Child Impact program was designed to provide resources toward greater impact on women and children, specifically in the areas of training and capacity-building, monitoring and evaluation, and action research. The WCI grant has enabled the Bangladesh Field Office to expand population coverage, develop decentralized program management and financial systems, revise sectoral strategies for greater focus and impact on women and children, and develop partnership initiatives with government and non-government agencies.

Human Resource Development/Training

Human resource development has always been an integral part of Bangladesh Field Office program development. Trainings conducted during this reporting period are the continued efforts to develop and facilitate communication skills of staff and community promoters so that they further replicate the skills to WSGs and other target populations. In view of enhancing capacity of the staff various training programs were designed and imparted.

Training activities greatly expanded during the reporting period, particularly in looking toward and utilizing outside training resources for community and staff-level trainings. This represents a major change from the past when most trainings were designed internally by staff with limited skills and experience in training design and facilitation. There was also a notable increase in the level of documentation of training events.

Specific outputs during the report period:

- Institutionalization of an annual planning, monitoring and evaluation process coordinated by the Bangladesh Field Office Training section;
- Institutionalization of an annual training plan/calendar;
- Development of a gender specialist in South Central Asia Area (SCAA);
- Core trainer membership of Partnership and Institution Development (P/ID) SCAA team;
- An initiative to develop a Bangladesh Field Office gender training program;
- Integrated (multi-sectoral) WSG curriculum on credit, group development primary health care, institutional development, and early childhood care and development; and
- Continued emphasis on development of facilitation and communication skills of all staff and community promoters.

Major training conducted during the reporting period:

Type of training/workshop	Type and number of participants	no. of days	Objectives of training
ECCD	GO/NGOs representatives (14)	4 days	Refine strategy and development of curriculum on ECCD
Sponsorship Management	Sponsorship Assistants (11)	5 days	Knowledge and skills on sponsorship management and program implementation
Annual Planning Workshop	Dhaka and field senior program staff (26)	3 days	Detailed implementation plan on PPB FY95
WSGs Formation and Strengthening	IAM, CDC, CDO, GP, UO (26)	3 days	Participatory analysis on WSG status and improvements
GO/NGO Health Collaboration	FWV, FWA, CHO, CDC, IAM (24)	2 days	Improve quality of service on CS-8 interventions
Child Survival CS-8 interventions	Family health promoters and group promoters (157)	3 days	Skills and knowledge on CS-8 components and ensure its better implementation
HIV/AIDS	Training Coordinator (1)	4 days	Staff education on HIV/AIDS
ECCD Curriculum	CDC, CDO, GP (14)	6 days	Communications skills on ECCD curriculum implementation
Leadership and group management	GP, CDO, (46)	6 days	Skills on group management and organizational capacity
Monitoring and evaluation	IAM, IAC, CDC, FC, CSC (12)	3 days	Strengthening capacity of supervision and proper monitoring
Sponsorship management	Sponsorship Chief, Education Officer (2)	6 days	Skills on computerization of ASSIST
Partnership/Institution Development	TC, IAM, WCI Program Officer (3)	6 days	Skills on enhancing partnering and capacity building of the institutions
Cross visits to other organizations	WSG leaders	2 days	Knowledge on phase-over and sustainability
SC mission and activities	Community leaders (240)	1 day	Knowledge on SC activities and community mobilization
Credit management	Group leaders (61)	2 days	Skills on credit operation
Leadership and Group Management	Group leaders (211)	3 days	Knowledge on leadership and group management
Phase-over	Group leaders (61)	2 days	Knowledge on group management's role and responsibility
Bookkeeping	Group leaders (44)	2 days	Practical hands-on bookkeeping
WSG curriculum	GP, CDO (66)	6 days	Facilitation skills on WSGs' curriculum
Child-to-Child curriculum	CDO, GP (8)	2 days	Facilitation skills
Child care development	CDO, GP (21)	4 days	Knowledge and skills on ECCD curriculum

VHP held protocol	VHPs (238)	5 days	Enhancing skills and knowledge of village health practitioner (VHP) on CS-8 interventions
GGLS	SCAA participants and ASA staff (24)	3 days	Skills and knowledge on GGLS and experience sharing
Income generation projects	Group members (244)	3 days	Skills on petty trading
Homestead production	ADAB chapters NGO (40)	6 days	Experience sharing and practical knowledge on homestead production
Cow and duck raising	Group members (60)	5 days	Practical knowledge on cow and poultry raising
IGA management	GP (22)	6 days	Operational and feasibility of IGA management
Family Planning	Opinion leaders (146)	2 days	Motivation on family planning and health issues
Financial record keeping/recording	CDC, OA (15)	2 days	Skills on financial policies and procedures
FACETS	WCI Program Officer (1)	9 days	Knowledge and skills on gender analysis
WCI Conference	FOD, MIR-C, TC (3)	6 days	Exchange of experiences, and review and finalize SC's working principles

Education

The goal of Bangladesh Field Office education programs is to enable women and children (especially girls) to meet their basic learning needs including knowledge, skills, habits and attitudes for living effectively in their environment, to increase school enrollment and performance of poor children by making the home an educational vehicle and by addressing the learning environment beyond the home. That is why the major strategy of Bangladesh Field Office education section is empowerment of the parent, mother, older siblings and other caregivers of children, enabling them to enrich the home environment to the benefit of young children. The expected impact of various program components is enhanced links between parents and their children by improving parental self-esteem and self-confidence, and through providing adolescent girls and boys with pre-requisite skills and knowledge in order to enable them to play more effective roles as future mothers and fathers.

The education strategy has several components and is designed in sequential phases which will build upon and complement one another. The components are:

Early Childhood Care and Development (ECCD)

Objectives:

- a. To develop and test a package of culturally appropriate child development materials and techniques based on child development messages from "Facts For Life" for use by rural parent and care givers in providing greater home-based

stimulation for the cognitive, social and physical development of their young children.

b. To assist primary schools in providing greater stimulation for the improved performances of the children in literacy skills and other school-based skills.

Implementation Strategy:

The Early Childhood Care and Development Project of SC/US, Bangladesh has been initiated in January 1995. The program is going to be implemented at three levels: Bangladesh Field Office impact area; NGO - INFEP area; Formal schools.

In the impact area, the program is targeting selected 35 women's savings groups (around 600 rural mothers) in Nasirnager Thana while another two hundred women have been taken as control group for the pilot project.

As the project aims to improve the existing child caregiving practices of rural poor mothers and other caretakers of the children, so in order to collect baseline information regarding the present child caregiving practices, knowledge and skills of mothers, survey was conducted in the area and data were collected from the selected target group members and control groups in December 1994. This same knowledge and practice survey will be repeated at the end of the first phase of the project and the same kind of survey will be conducted again in OMWE and INFEP area during second phase of the project.

Based on child development prime messages a curriculum has been developed offering a number of stimulating games and activities for use by the rural mothers and other care givers of the children. The selected mothers for program are being trained on this curriculum. It is expected that after one year's experimentation, the quality of child care practices of the target mothers will improve significantly leading to the better development of their children.

In NGO - INFEP area in Kasba, two hundred mothers have been selected whose children attend child center run under the Government's Integrated Non-Formal Education Program. The same curriculum would be tested with this group and similar impact is expected in areas of child development. The pre-intervention survey was conducted in May 1995 and training of the trainers and supervisors was held in July and the implementation of the program will begin from September 1995 and is expected to be completed by August 1996.

As a part of this experimental project, two formal schools in Nasirnagar and Kasba have been taken with a view to developing a package of reinforcement materials which would assist the disadvantaged children in overcoming learning difficulties they face especially in Bengali and Mathematics in Classes I and II.

This phase will begin in January 1996 and will be completed by December 1996. The impact of the material inputs in the academic performance of children would be evaluated after one year of experimentation ending in December 1996.

Child-to-Child Program

Objectives:

- a. Instilling adolescent girls and boys with basic health messages, motor, communication, language and community development skills, and techniques on how to disseminate this information to their younger siblings.

Implementation Strategy:

The Child-to-Child pilot program was started with twenty (10 girls and 10 boys) sponsored secondary schools student as trainers and one hundred 7 to 8 year old (50 girls and 50 boys) children both sponsored and non-sponsored as the target group for the program. The twenty adolescent girls and boys formed ten pairs, each pair was responsible for holding training sessions for a group of ten (5 girls and 5 boys) younger children. Thus, ten pairs hold sessions with ten groups of children, twice a week, in a suitable yard/play ground or any other place selected by the trainers and their supervisors - the Sponsorship Assistants.

The program was extended after one year's pilot testing (May 1995) with 600 younger children target groups and eighty adolescent girls and boys as trainers. The extended program is expected to be initiated in October 1995.

Economic Opportunities - Credit (Women's Empowerment)

Economic strengthening is vital for women's empowerment. Women who have the earning capacity are well respected in the household. With this realization the Bangladesh Field Office has emphasized Women's Savings Groups (WSGs) and their participation in economic development activities. WSG participation in economic as well as social interventions has shown positive trends towards overall empowerment of the women at the program site. Economic interventions have been through SC/ASA collaboration which became operational in March 1994. With this strategy, the Bangladesh Field Office has been able to reach a larger proportion of the target population. To date, there are 455 (218 SC/ASA and 237 SC) groups with 7085 WSG members; 2,672 WSG members have availed a loan as of August 1995. SC/ASA groups have a credit component as well as a participatory curriculum on health, credit, group development and early child care.

The WSG curriculum is a part of the larger package designed to cover messages on health, credit, and group development. The first year curriculum is built around the program's focus of enabling women members and their groups to be visible, functional and operational as a community-based organization within a five-year period of intense SC interventions. The development growth of the WSG as an organization is detailed within the program group development's five-year Maturity Scale. The messages within the curriculum session plans are disseminated by group promoters to WSG members.

Sustainable Agriculture/Natural Resource Management

A proposal to the Government of Bangladesh Department of Agricultural Extension has been made for a project to provide training to extension workers of NGOs in homestead gardening techniques. The Bangladesh Field Office has implemented a homestead gardening program through its Economic Opportunities sector for over a decade and now proposes to extend implementation of successful gardening techniques to a population of approximately 500,000 through extension workers of other NGOs in the greater Comilla District. A training and technical assistance program for NGO workers would be developed using the Nasirnager impact area as the training and demonstration site. The project is under implementation in collaboration with the Government Department of Agricultural Extension and local NGOs.

The main objective of this project is to strengthen the technical capacity of cooperating NGOs to provide effective and innovative extension of homestead production activities. This will be achieved by conducting at least 20 residential workshops with 20 NGO participants each covering both technical and training skills, and sessions on promoting family income generation and nutrition, especially for children and women. The project intends to involve the active cooperation of local officials in direct implementation of the base training area as well as in the training of cooperating NGOs. In total, 102 trainings and workshops are planned over the three year project period.

Monitoring, Evaluation and Action Research

In the FY95 a large number of initiatives has been undertaken in the Management Information and Research section. The outputs produced and the new initiatives taken are presented below:

Reports published

- *Angshogrohonmulok Porjalochona: Mohila Bishoyok Ekti Protibedon* (PRA: A Report on Women in Bengali). This report presents the findings of a PRA exercise in Nasirnagar carried out by Bangladesh Field Office staff.
- *PRA: A Report on Women* (in English). Same as above.
- *Angshogrohonmulok Porjalochona Shohayika* (A PRA Manual in Bengali). This PRA Manual is an outcome of the training workshop on PRA conducted in Nasirnagar. This manual will be of help to Bangladesh Field Office staff in carrying out PRA. This report will also be useful to other PRA practitioners in Bangladesh.
- *A Statistical Abstract on the Population in Save the Children/USA's Impact Area* is based on PMIS data. It compiles and presents the population based data collected and computerized by the Bangladesh Field Office from 1986 to 1993.
- *Outcomes of an Approach Toward Empowering Women*. This study explores the impact of Save the Children's Women's Savings Groups in Ghior.

Reports/Papers prepared

- *SC/ASA Credit Model: A Review*. SC/ASA collaboration was initiated in March 1994. The present study attempts to define who are the beneficiaries of the SC-ASA credit model. How the credit model is functioning. Also, the study explores who are left out of the program and why they do not join SC/ASA.
- *Participatory Rural Appraisal in PIME: Experiences in Dharmondal*. This is a report on PRA conducted in Dharmondal to assist with program design.
- *A Manual for PRA Practitioners* (in English)
- *A Study on Community Perceptions and Behavior toward Children's Education*. This study will help the Bangladesh Field Office to design a non-formal education program.
- *Women's Savings Groups After Phase-over: Evidence from Mirzapur/Ghior Impact Area*. This report provides us with insight into what awaits the WSGs after Save the Children/US phases over. The findings will be helpful in planning phase-over in other impact areas. The findings also indicate some of the areas where intervention must be strengthened.
- *Defining Indicators of Women's Empowerment*. This paper proves that the conceptual framework of women's empowerment by which the Bangladesh Field Office is guided is a valid one.

Articles Submitted for Publication

- *Immunization Uptakes in Rural Bangladesh: A Multilevel Analysis*. This paper has been accepted for publication in the Journal of Royal Statistical Society. Series "A".
- *Looking at an Approach Toward Empowering Women*. This article has been accepted for publication in the special issue of the most reputable journal in Bangladesh: Bangladesh Development Studies published by the Bangladesh Institute of Development Studies.

Other Initiatives

As part of Bangladesh Field Office's larger research program to assess the degree to which the WSG program is able to reach its empowerment goals, a number of studies have been initiated in collaboration with researchers from the Population Council, Southampton University and young promising researchers in Bangladesh.

The following are the studies undertaken under this project.

- *Multilevel Analysis of Women's Empowerment In Nasirnagar Thana*. This study has been undertaken jointly by the MIR Coordinator and a researcher from Southampton University. The aim of the study is to determine to what extent the Bangladesh Field Office can achieve its empowerment goals in terms of increased mobility and economic and social independence, a greater role in household decision-making processes and a greater awareness on issues such as family planning. The analysis will use a multilevel framework to explore the amount of variation in these empowerment indicators at the household, para and village level and to control for possible clustering at each of these levels. The study will heavily involve sophisticated quantitative techniques.

Qualitative techniques may also be applied to explore some of the variations in empowerment indicators at different levels.

- *Women's Empowerment and Fertility Behavior*. This study will look into how empowerment of women resulting from participation in WSGs effect fertility behavior.
- *Impact of WSGs on the Socialization Process of the Girl Child*. This study will attempt to explore whether WSG program brings about a lasting change in gender relationship focusing on what it implies for the girl child.

Bangladesh Field Office program management emphasizes systematic data collections and analysis in order to improve the program, based on evidence. Information collection has been regular particularly in health, education, women's empowerment and for supplementing the data for research purposes.

During this reporting period the MIR section collected data for a reproductive tract infection (RTI) study and generated data on sentinel points. The data was sent to Nasirnagar for checking. The household survey data on Dharmondal was computerized.

A workshop on women's empowerment was carried out. Eight individual researchers were invited to attend the workshop. They were asked to team up by twos (total of 4 teams) to write proposals. Out of 4 teams, 3 submitted proposals which were found to be of good standard. The three teams were awarded a maximum of \$5,000 each to carry out the proposed research.

A study to look at the desirable nutrition situation of children ages 0-36 months, vis a vis their actual nutritional status and effect of the different socio-economic variables.

A draft brochure for MIR was prepared by Lyn Messner, consultant to WCI. The brochure highlights the capability of the Bangladesh Field Office as a research organization to donors and other research institutions.

In addition to the major activities cited above, MIR section conducted routine activities such as coming up with the monthly monitoring report, statistical abstract, data collection, data entry and analysis.

Phase-over of Project Sites

The Bangladesh Field Office phased over from one of its older impact areas - Rangunia, Chittagong District - as of September 30, 1994. As one of the phase-over strategies, WSGs have been strengthened through seed monies given to supplement their savings and creation of a group revolving fund, hence expanding the loan portfolio of the group. With an expanded loan portfolio, WSGs will be able to provide more loan services to members that will help in new income generating activities. Women Development Committee (WDC), a federated structure of WSGs has been formed. All WSG members joined the WDC. An executive committee was formed to execute the decisions of the WDC. At the time of phase-over, both WSGs and WDC wrote out small proposals for submission to the

Social Welfare Department and potential donors. SC linked WDC with potential donors and government agencies. The WDC is working as technical assistance agency for WSGs. In August 1995, there were 61 WSGs with 897 members.

In phase-over areas (Ghior and Mirzapur) an assessment on sustainability of WSGs was done at the end of December 1994, after three months of phase out. The study looked into the issues related to institutional sustainability of the groups from the financial and operational viewpoint. Behavioral sustainability regarding health and women's empowerment has not been studied in depth. Learnings from this assessment show that 87% of the total WSGs are still continuing their operation in terms of their credit, savings, income generating activities and health. WSGs members reported that by carrying out their IGAs their family members help them in marketing or buying products even though they can manage their own accounts as well as take part in family decisions.

PROPOSED VS. ACTUAL ACCOMPLISHMENTS (as written in the DIP, Section 12)

YEAR 3 PROPOSED ACTIVITIES

YEAR 3 ACTUAL ACCOMPLISHMENTS

TRAINING

- Training Needs Assessment
- Develop annual training plans
- Conduct TOTs for relevant staff
- Coordinate sector skills training.
- Conduct group (WSG) strengthening.

- Completed. Tools to further formalize needs assessment process to be developed.
- Completed. Many trainings are still planned on an ad hoc basis; system being refined.
- Completed. In-house TOT being developed, to be conducted at regularly scheduled intervals to “catch” new staff.
- Completed.
- Completed. This will be an ongoing, regularly scheduled activity

EDUCATION

- Conduct facilitator training.
- Awareness raising and motivation of WSGs

- Completed. This will be an ongoing regularly scheduled activity
- Ongoing

EVALUATION & ACTION RESEARCH

- Refine comprehensive monitoring system
- In-depth integrated monitoring in sentinel areas.
- Special focused surveys.

- Ongoing; many refinements have been made to the system but more are planned.
- Being developed
- Survey on SC-ASA credit program completed.
- Baseline household surveys in eight unions in Nasirnagar completed.

- Ongoing monitoring of program activities
- Develop research plan
- Conduct studies.
- Develop Bangladesh Field Office indicators for measuring WSG self-reliance.
- ECCD pre-intervention KAP survey completed.
- Regularly completed. Newly developed monthly program monitoring report circulated internally.
- Completed, to be updated regularly.
- Mentioned above.
- WSG “maturity index’ being revised; to be refined with the newly modified WCI DIP.

V. MANAGEMENT/HEADQUARTERS SUPPORT

In January 1995, the WCI Director, Rani Parker visited Bangladesh Field Office. She committed to providing the Bangladesh Field Office with funds to carry out a study on the SC/ASA credit program. Also, a commitment was made to support the Bangladesh Field Office with additional funds that would cover consultancy fees for conducting a series of papers on women’s empowerment.

Kirk Dearden, M/E Officer for the WCI program, has provided editorial support in language for two Bangladesh Field Office reports prepared by the MIR in this fiscal year.

Rani Parker also assisted in clarifying WCI to the Bangladesh Field Office staff resulting in a modified WCI Detailed Implementation Plan in August 1995.

Shiva Kumar provided technical assistance to Bangladesh Field Office’s strategic directions which promotes to operationalize the Bangladesh Field Office program strategy from Tier I to Tier II.

Communications Expert Estela Libas-Novell assisted in developing AFLE program and its curriculum.

Madi Hirschland, Economic Opportunities Director, conducted a GGLS workshop for SCAA staff and ASA staff to strengthen economic opportunities program in this region. This workshop also worked to refine the ASA credit model for adaptation to different SC field offices. It also made strengthened the SC/ASA collaboration in the Bangladesh Field Office as well as its expansion in other areas.

Priti Dev Sen, provided technical assistance on a sustainable health financing scheme in the Bangladesh Field Office.

VI. LESSONS LEARNED AND LONG-TERM PROJECT IMPLICATIONS

The Bangladesh Field Office is now working with partner organizations in virtually all sectoral areas. In health, the Bangladesh Field Office coordinates closely with the Government of Bangladesh Health and Family Planning departments at the district, thana,

and village levels. In economic opportunities, the collaborative project with ASA has been strengthened. In sustainable agriculture, the Bangladesh Field Office has begun identifying and utilizing trainers widely to provide technical training and assistance for targeted activities in all sectors. The early childhood development activities are being undertaken with government and NGO partners.

All of these partnerships represent a departure from the past. Prior to the WCI program, the Bangladesh Field Office most often relied on internal resources for program development and implementation. The WCI program has encouraged a more outward-looking approach with its emphases on sustainability, integration, and measurability and impact. As a result, the Bangladesh Field Office has greater scale of coverage and increased chances of replicability and program and policy impact. These changes have institution building benefits for the Bangladesh Field Office as well as its partners.

In the area of monitoring and evaluation, the WCI grant has provided the impetus for development of skills in participatory rapid appraisal which has allowed greater community participation in program review and planning. Qualitative studies have provided opportunities for the communities to provide input into program development.

An indication of improved communication skills among staff, brought about through the emphasis in the WCI program on training, is the receptivity of communities in the Bangladesh Field Office project areas to the change in target groups from village development committees (male-dominated) to women. Indeed, even in areas where the Bangladesh Field Office phased over its program, WSG members have been able to submit the project proposal to the Social Welfare Department for registration of their organization. Staff used well planned workshops and structured activities to assist communities in making these transitions.

The mid-term assessment pointed out the need to focus more attention and WCI resources on raising gender awareness amongst staff. While several attempts have been made to develop a gender training program for the Bangladesh Field Office. A South Central Asia Area (SCAA) regional level team has been formed through participation in the FACETS workshop in Addis Ababa. The PPB is being analyzed in terms of practical and strategic gender needs and programs are being viewed through a gender perspective. A gender committee has been formed in the Bangladesh Field Office to look after the staff understandings and programs.

The standardized WSG curriculum provides information to WSG members on health and other social development issues. Since the WSG curriculum is standardized it will be possible to test the effectiveness of the curriculum on raising WSG members' awareness in the specific content areas. The Bangladesh Field Office is seeking appropriate indicators to assess organizational and managerial capability among the group members as well. A local institution of these WSGs will be established to empower these women and make the WSGs sustainable in the community.

Cluster structure: A substantial change has been occurred in the Bangladesh Field Office's program operation during the FY95. As the future direction of Bangladesh Field Office is going to Tier II, there is private funding and grants available to work at the district level with the GOB and NGOs. Consequently, it has formed a stronger team which will work at the district level to increase the effectiveness of the program as well as enhance the capability of the staff. Presently, it reduces staff to form a creative and effective team at district and cluster levels, and also minimize the operational costs. Nasirnagar used to operate at union level separately and had 8 unions; now 4 clusters have been formed with two unions in each one.

VII. RECOMMENDATIONS

1. Bangladesh Field Office must continuously strengthen its own program support capacities in order to be in a position to provide truly effective capacity-building support to partner organizations.
2. The Bangladesh Field Office should continue efforts to develop a gender training program for staff with the objective of influencing program development directions and initiatives; staff who are more gender sensitive and aware will be more committed to programs for women and better advocates of women. In addition, it could serve as a model for partner organizations.
3. To better serve the WSGs, the Bangladesh Field Office has facilitated the process of health committee formations within each WSG. These committees have been trained in "leadership and group management." These committees should be consolidated as the apex body for sectoral interventions at the union level and eventually at the thana level. This will ensure women's participation on a community-wide scale.
4. With WCI initiatives, the Bangladesh Field Office needs to continue to move towards further achievements with regard to the following:
 - strengthening training capacity, institutionalize training unit;
 - develop core trainer groups;
 - integrate economic empowerment within overall empowerment issues;
 - scale up the program through partnering with local groups and institutions; and
 - support GOBs, local NGOs and communities efforts to provide health and education services to children and have positive sustainable impact on the lives of disadvantaged women and children of the community.

These are medium and long term objectives. Events over the past years is bringing the Bangladesh Field Office closer to achieving these objectives.

BOLIVIA FIELD OFFICE

I. BACKGROUND GRANT AND PROJECT CONTEXT

The following annual report covers the activities of the Save the Children/Bolivia Women and Child Impact program (WCI) implemented during the period from October 1, 1994 to September 30, 1995. During this period the Bolivia program completed its fourth year as a core country of the Save the Children/AID central grant. In FY95 the WCI program continued to develop the various components of women and child focused programming in Inquisivi Province supported by the WCI core country budget. A mid-term evaluation was conducted in November 1994 by the U.S. based PVO, the International Center for Research on Women. The evaluation results demonstrated the overwhelmingly positive advances being made in the program to improve the well being of women and children in Inquisivi in the education and economic opportunities sectors. By the end of the fiscal year all recommendations of the midterm evaluation had been implemented, the most significant being:

1. Separate the WCI field team into two groups of field supervisors, one working exclusively in women's credit and the other in education.
2. Increase the loan sizes of credit participants and make more flexible the eligibility requirements for credit group membership.
3. Revise eligibility requirements to provide more flexibility to new potential solidarity group members.

Bolivia remains one of the poorest countries of Latin America with a per capita income of \$774 in 1994 according to the USAID Action Plan for FY 96-97. Having only recently emerged from years of economic and political instability the country is still ranked 122 out of 160 developing and developed countries according to the UNDP "Human Development Index." Only Haiti is rated lower in terms of human development in the region. The infant mortality remains alarmingly high, in spite of some improvements, at 74 per 1000 births. Food represents 63% of the expenses of low income urban family and 72% of the average family living in the *altiplano*. It is not surprising to note that 38% of children under the age of five years of age suffered some degree of malnutrition in 1992 (according to weight for age) and an increment from 35% in 1990.

The 1994 Poverty Map (*Mapa de Pobreza*, 1994) indicates that in 1992, nearly 94 % of families living in rural areas of Bolivia were classified as poor, or not able to meet their basic human needs. In spite of these rather abysmal statistics, the economic reforms initiated in the mid 80's have shown results with controls over inflation, now at a modest rate of 8.5% in December 1994 and GDP exceeding 4 %. The President of the country, President Sanchez de Lozada has initiated rather sweeping economic and educational reform packages which provide hope for reducing poverty, developing human capital, increasing popular participation, and decentralizing the flow of resources and decision-making to local governments.

II. PROJECT METHODOLOGY

A significant change in project methodology has occurred over the course of the past year in women's literacy with 1,196 women having concluded basic literacy training. The project methodology now is focused on a post literacy strategy and methodology of

continuing education activities with a gender and organization focus. The Field Office has struggled with the transition of the literacy program which evolved with a structured basic literacy program developed by the now defunct government organization SENALEP. The 32 lesson curriculum for basic literacy training was quite structured and relatively easy to monitor the women's progress. The focus was also on a particular skills area - learning to read and write. Once the women's groups completed their basic literacy course, the program encountered an impasse in terms of where to go next in terms of methodology and design of women's post literacy programming. There was a desire on SC's part to move immediately into a more dynamic and multifaceted post literacy program but how to do it has been problematic.

The visit of the WCI Training Specialist in July 1995 provided an excellent opportunity to analyze the implications and possible solutions for how a post literacy program might be launched and evolved over the remaining period of the WCI program. Agreement was reached with the staff that a diagnostic step was essential to reorganize the women's groups around new areas of interest. Literacy practice would not be the only motivating force in sustaining the groups. SC/Bolivia had also grappled for months with the issue that literacy had to be treated as a means to other ends and not an end in itself. The vision of women moving on to more complex leadership roles in their family and community, acquiring new technical skills and using their new found skills were part of the vision being created for the post literacy phase of the program. The visit of the Training Specialist provided the impetus to design and begin implementing a diagnostic and new planning process with women's groups during the fourth quarter, ultimately with all 53 literacy groups.

While the methodology is not yet fully defined, the basic idea is that women will select and prioritize their continuing education interests. SC Education Sector field staff will analyze the interest areas and determine what materials and technical support will be required to implement the different units of learning. This has implied a total revision of the role of the volunteer community literacy monitor. Rather than being a technical resource, teaching literacy, the monitor now is perceived more as a community educator or a learning facilitator in that she will be more involved in organizing continuing education activities rather than actually giving them herself. If this role is fully adopted as part of continuing education methodology, then the training of monitors and SC field supervisors will require a different approach.

SC/Bolivia also recognizes that if education activities are to continue for women in the longer term, after the WCI grant ends, then women participants must become accustomed to paying some fee for the services being received. Otherwise, the sustainability of technical support will not be possible, whether it is for sewing, learning to cook or caring for sick children or sick animals, leadership training or whatever. For this reason, the project methodology must reflect more transfer of responsibility to the women themselves to identify good technical support and secure it with their own resources.

The role of the SC field supervisor is also under scrutiny as the methodology for a continuing education program is evolving. The supervisor is now required to be even more an organizer, motivator and facilitator of the groups rather than a trainer. She is actively involved in designing the program in her communities, in linking groups to technical resources, evaluating training materials for the different areas of interest, in planning and evaluating the advances of her groups.

The new methodology is based on the premise that the women themselves will decide how to invest their leisure and group time. SC will not always be able to support all types of

activities that the women may decide upon. The role of SC will vary depending on the priority of the activity and its complexity. For example, "manualidades" is a low priority area of interest, as is recreation, yet, these are activities that enhance group cohesion and stimulation. Leadership training, on the other hand, is a very high priority for SC and support will be delivered over a longer period of time and with higher intensity of resource commitment. Another important premise is that groups will practice their literacy and numerically skills no matter what type of continuing education program is designed for and with their particular group.

III. MONITORING AND EVALUATION

The WCI, SC headquarters Evaluation Specialist visited the Field Office in March and made a key contribution to project redesign and the selection of new impact indicators which will allow the Field Office to more objectively measure the effects of its programs on women and children in both the economic productivity and education sectors.

In addition to this important contribution of technical assistance, the Evaluation Specialist also helped design and operationalize a program impact study that is a WCI central grant supported activity in Bolivia. This important research activity will provide a statistically valid study of key indicators regarding the effects of multi-sectoral program integration and women and child focused development approaches. The study will also contribute to building the capabilities of SC Bolivia to undertake other social research activities that contribute to increased documentation and understanding of the qualitative and quantitative impact of its program.

During the past three months the Field Office has worked with two local entities mentioned in the past quarterly reports, UDAPSO and the consulting firm CLAVE. During the month of June the Field Office Health Advisor, point person for coordination of the study, began meetings with the two consultants named to carry out the study. The principal results attained thus far included a selection of indicators which were validated with focus groups during the month of July, followed by the implementation of a sample survey. The study calls for a comparative analysis of four samples of groups of women who have participated in health and literacy and finally, a sample of women who have participated in health, literacy and credit. A fourth group was selected and surveyed as a control group which has had no contact with SC.

The Program Impact Study advanced very well during the fourth quarter with the implementation of the sample survey in Inquisivi with some 300 households participating in the stratified sample survey. The input of all survey data was completed and the final steps of analysis and interpretation of the results were being concluded by UDAPSO by the end of September in accordance with the implementation schedule. The results will be forthcoming in the next WCI Quarterly Report in January.

With the redesign of the post literacy program, a new format for program monitoring and evaluating the program is being completed in October. The first quarterly report for FY96 in January will necessarily demonstrate new process indicators for a continuing education program. New groups are being formed with participation of former literacy participants and women who already had literacy skills and now have interests in the continuing education and leadership training program.

The interactive radio program undertaken during the third quarter with the Bolivian NGO Programa de Educacion por Radio (PER) will also be evaluated at the end of the calendar year to determine if the program should be extended to include all 53 primary schools

supported by WCI. PER is the recipient of funding and technical support from USAID Bolivia in its contact with the Education Development Center.

IV. REVIEW AND ANALYSIS OF PROJECT RESULTS

EDUCATION

Women's Literacy and Continuing Education Program

The program continues to move through a transition period from basic literacy to post literacy. During the final quarter of FY95, the lapse of time between the completion of basic literacy and the organization of a continuing education, post literacy program has led to some difficulty in maintaining group coherence. Some women have chosen to drop out of their groups due to lack of interest. Nevertheless, with the introduction of the new diagnostic process that has been completed in 65% of the communities the prospects are strong that new groups will form around new areas of interest.

The literacy groups which initiated the basic literacy program in the third quarter in the area of Tablachaca are doing well with 9 communities and 177 participants enrolled in the basic literacy program. A total of 18 monitors have been trained and are following the 32 lesson curriculum. At the present the groups have advanced in approximately 46% of the curriculum.

In post literacy, 45 groups out of 53 have indicated interest in continuing with an education program for women in their community. A total of 965 women are inscribed as potential participants in the continuing education program although, only 598 (or 62%) participants in the program were participating regularly during the past quarter. The program transformation has also affected the participation of the monitors with only 58 remaining active during the period.

During the visit of the WCI Training and Gender Specialist in July, the Field Office made significant progress in coming to terms with the future directions of the post literacy phase of the program. Once the diagnostic phase is concluded in all 45 continuing education groups, an analysis of common interests and experiences with the WCI program should become the basis for planning and final decisions regarding the program methodology. A decision must also be made in light of the strategic planning process presently being implemented, regarding the development of viable women's organization(s) during the final phase of SC's program in Inquisivi. In spite of positive progress in working with women in Inquisivi through the WCI program and the WARMI reproductive health methodology, the Field Office has not yet succeeded in forming or strengthening a women's organization which will continue the process of developing women's leadership skills, supporting women's entry into local organizations and leadership positions previously reserved for men, and sustaining opportunities for skills acquisition.

The time remaining in SC's commitment to Inquisivi must be carefully weighed in light of WCI continuing support through September 1996 and the possibilities to attract new resources to support local women's organizations and institution building. SC must decide during this strategic planning process how it will address these issues of women's organization and institutional development and what resources can be committed to these ends.

Multi-Grade Program (PEM) Primary School Enrichment

The Primary School Enrichment program has continued during this fiscal year as a major component of the WCI program and the Field Office's strategy for addressing the needs of children 5-14 years of age. The program continued to provide support to the Secretary of Education in the training of teachers in participatory, child-centered methods of teaching. Complementary funding from SC also provided support to parent and teacher groups in the improvement of classroom infrastructure and sanitation facilities.

A new program was begun in April with the introduction of interactive radio learning using cassette programs in health, hygiene and mathematics. With counterpart funding from SC, the Field Office entered into a project agreement with PER (Programa de Educacion Por Radio), and program also supported by USAID/Bolivia in a cooperative agreement with the Education Development Center, to initiate a pilot program in 25 of the 63 multi-grade schools that SC and WCI have supported since 1992. In July each school received a radio/cassette players and cassettes for the health and hygiene curriculum developed by PER as well as a mathematics cassette program for five schools to test.

The Field Office also contracted two experienced teachers in August to serve as supervisors of the implementation of the interactive radio pilot program. During the fourth quarter they conducted twenty supervisory visits to monitor the advances of the PER program and other aspects of the PEM methodology in the pilot schools. They held meetings with ten groups of parents and three women's groups during the same period.

In teacher training activities during the year, three workshops were held in collaboration with the district Education Office in Quime, Inquisivi and Licoma where a total of 140 primary school teachers received continuous training in participatory techniques of teaching and new directions of the Educational Reform policies and program of the government.

The Primary School Enrichment strategies will continue to include teacher training using the Multi-grade methodology, although the Secretary of Education has now incorporated it as part of the methodology proposed in the Education Reform program. The strategy also calls for strengthening the functioning of parent group organizations and the renovation of classrooms as other important interventions supported by SC with complementary private sponsorship funds.

ECONOMIC OPPORTUNITIES

Women's Economic Productivity Project

During the third quarter, the Field Office completed the restructuring of the women's credit program with numerous procedural adjustments incorporated into the program which will position the project for continued growth through the final year of the WCI grant. These adjustments came primarily from the external mid-term evaluation process. In a two-day workshop in July, the five person credit team met with the Technical Advisor for the Productivity Sector (the Field Office Deputy Director) to discuss the program

restructuring and changes which were eventually adopted. The key modifications include the following:

1. The first credit cycle will be an obligatory four months in duration with introductory credit granted for 300 Bolivianos per participant. Two successive four month cycles follow with increments in loan size. After three cycles of four months, the loan cycle is extended to six months and loan amounts of Bs 600-700. The final loan cycles of six months leading to "graduation" have loan sizes up to Bs 900-1000. Thus, the new model anticipates a period of three years divided into seven loan cycles which constitute a preparatory experience for transfer ultimately to a financial entity such as PRODEM or local banks.
2. Group formation and membership now have no prerequisites that the women be active participants in other programs of SC/Bolivia. All women are in effect eligible for membership in a solidarity group. For existing groups a minimum of four women are required to be recognized as a bon fide solidarity group. Efforts are being made to consolidate small groups within communities to obtain more efficiency in follow-up activities of the program.
Communities with multiple solidarity groups are being urged to form one large group to expedite follow-up. Other requirements for membership in a solidarity group include being a permanent resident of the community and with no debts to SC or other institutions.
3. With regard to savings, the project has taken a more proactive stance toward the promotion of savings. All participants are now required to save two Bolivianos for every Bs100 loaned. A guide for savings promotion was also produced in July which orients participants to the savings component of the program.
4. The credit team with new coordinator has functioned for nearly six months now as a separate project team. Their coverage area is now greater but their functions are concentrated at 100% in credit program supervision. The credit team has demonstrated a high level of motivation and commitment during this period of adjustment to the new staff organization and functions.

During the final quarter of the fiscal year, the women's credit program completed its most active expansion period of any prior quarter since SC initiated the pilot project. The restructuring of the project following the midterm evaluation was implemented at the community and credit group level with very positive results in terms of increasing participation, consolidation of solidarity groups into larger single groups, and significant increases in group saving components. By the end of the fourth quarter the total value of loans outstanding with interest was 235,142 Bolivianos (\$48,482), and increase from Bs159,130 over last quarter or a 54% increment in loans funds in use. The number of groups increased from 59 to 86 and a number of participants from 337 to 573, an increment of 70% over the past three months. Saving increased from Bs2,798 to Bs4,637 over a 66% increase over last quarter.

Zone Groups	Community	Women's Groups with Loans	Women's Groups with Savings
Quime	3	13	12
Inquisivi	8	14	13
Licoma/Circuata	23	59	57
Total	34	86	82

The latter point regarding savings is particularly important in that the new savings policy was implemented only in the fourth quarter. This also marks the first time when women have openly discussed the capitalization of their solidarity groups and the possibility of loaning out their savings. The staff is assisting a number of groups during this coming quarter in setting up the paperwork for groups to loan out their savings.

The project is more than double the number of participants from 300 to 600 by the end of the calendar year. The project team projects the possibility of incorporating another 319 participants in expansion plans between October and February, bringing the total to 892. The big question mark for the sector is whether or not there exist sufficient demand for credit and funding to take the project to yet a more extensive scale in the final six months of the WCI grant and beyond.

In addition to significant growth achieved during the final quarter of the fiscal year, the project has taken important strides to ensure that quality is maintained in the program as it grows. For example, a new revised edition of the credit manual was completed during the fourth quarter with printing and dissemination taking place in October. New controls have also been set up including the placement of a computer in the Licoma suboffice to better monitor loan recuperation.

In September the project received the placement of two U.S. Peace Corps volunteers and an university graduate student who will be charged with a number of technical studies, including a demand study and credit feasibility study for Inquisivi; a module for teaching women how to conduct their own profitability analysis and finally, gender and leadership training module for women leaders in the solidarity groups. As these new volunteers and their activities evolve over the coming months the project should be able to accommodate the continued growth that is expected of the project through the final year of WCI.

During the next quarter the Field Office should make an important decision in the context of the Five Year Strategic Plan and phase out strategy for Inquisivi as to how to proceed with "scaling up" the program and more importantly, linking the solidarity groups to a more permanent financial entity in the region which presently does not exist.

PROBLEMS ENCOUNTERED AND HOW THEY WERE ADDRESSED

1. In the Post Literacy transition women having completed their basic literacy appeared to lose interest, possible from fatigue experienced in completing the 32 lesson basic literacy curriculum. They also seemed to resent SC's reluctance to support continued activities in women's sewing and embroidery activities and other "manualidades" as recommended in the mid-term evaluation. The composition of numerous groups began to breakdown when SC would not respond to the groups' interests in these priority areas of interest.

The staff analyzed the problem with the WCI Training Specialist and concluded that the processing of the decision to cut out "manualidades," coming off the WCI mid-term evaluation had been inadequate. To get groups started up again a decision was made to support activities such as sewing if these were the only means of reorganizing the groups - however, with strict conditions - such as a time limit of 90 days to organize the group and the activity, link them to a permanent teacher, assist in ordering basic inputs and materials to get started, etc. After the 90 day marked, the women would have to continue the activity on their own time and with their own resources.

2. Women initially resisted savings as a component of the women's credit program., However, the policy modification to require women to save 2 Bolivianos for every 100 received as credit has gained acceptance rapidly and women are now asking for a system to allow them to loan out their savings to trusted members of their communities. One of the main obstacles to savings was in CONVINCING our own staff that it was possible and desirable for the success of our credit mode. Once this was done and other policy measures adopted, the savings component has steadily grown.

UNINTENDED RESULTS

1. The credit program expansion took off at a pace during the final quarter which was planned but not totally expected in the quantitative terms achieved. A critical question remains as to how long and how far this scaling-up process can go in the future. Can growth trends be sustained over a three year period to reach a participant population of 1500-2000 women?

The program impact study made possible with funds from WCI was unplanned when this fiscal year's program was initiated in October 1994. The study has already enhanced the Field Office's capabilities to carry out social research activities and prompted a more in-depth reflection about the selection of key program impact indicators. The study which will be completed by the end of September will also enhance the Field Office's base of statistically validated evidence for articulating to others the impact of its program methods for woman and child focused programs.

HAITI FIELD OFFICE

I. BACKGROUND TO GRANT AND PROJECT CONTEXT

The Women/Child Impact (WCI) program in Haiti began implementation in October 1992. Although much of WCI implementation was slowed down during the first year activities were implemented correctly during the following period despite the difficulties of operating under an international embargo. During this past year the operation conditions have improved allowing the effective and timely implementation of the project.

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. In June 1993, Haiti Field Office began a region-wide AIDS and STD prevention project working with 10 NGOs in the Central Plateau region.

A program focusing on women is especially appropriate in Haiti given that it has one of the Caribbean countries' highest rates of women-headed households; a maternal mortality rate of 340/100,000; and a tetanus toxoid coverage of pregnant women of 27%. Haitian women are an important economic force; 68% of women are engaged in agricultural activities and 78% in petty commerce. Rural women work an average of 12-13 hours per day and suffer from poor nutritional status. Haitian women are largely responsible for the education and health care of their children.

Women have clearly identified their priority needs in women's club meetings (typically held monthly), annual women's congresses and through a study on women and agriculture conducted in February 1993. These include technical assistance to improve agricultural production, literacy, access to credit and knowledge to better care for their children. Organization of women's clubs in Maissade has enabled women to publicly voice their concerns including demands for increased support and respect from men.

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 communities' social and economic development. Key sectoral objectives include increasing food security and income by improving agricultural 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 increase the participation of women as leaders, decision-makers and beneficiaries. Functional literacy training allows women to improve their self-esteem, giving them access to information and entrepreneurial skills. Credit and small-scale enterprise activities are implemented through the existing organizational structure of women's clubs. Annual area-wide congresses allow women to publicly voice their concerns. Male SC Project staff work to sensitize men to the importance of women's empowerment.

Activities are carried out with community groups, including 103 groupements (small mixed-sex groups characterized by a loose association of about 10 people - women make up 34% of groupement membership) and 164 women's clubs with 3240 members. Groupement members have formed seven umbrella organizations called associations and the women's clubs are currently forming 7 associations.

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

III. MONITORING AND EVALUATION

MANUAL AND COMPUTERIZED MONITORING SYSTEM

The first version of ProMIS was installed with Westport support in February 1993. Data entry was begun at this date. Demographic information data entry was completed in November 1993 and as of Oct. 1994 all service statistics on vaccination and nutritional status was entered. An improved program, ProMIS 2 was installed in March 1994 which allows the tracking of other information such as the participation of women in women's clubs, credit and adult literacy training.

Regarding manual monitoring systems: A workshop was organized for information systems for all sectors in December 1992, reinforced by a short session at the quarterly meeting of October 1993 and reviewed again during a visit from SC/Westport's Evaluation and Research Officer in January 1994.

All quarterly reports and all quarterly staff meetings were held as scheduled.

The participatory rapid appraisal approach was not used at the beginning of the project as planned but was incorporated into the WCI mid-term evaluation.

MIDTERM AND FINAL EVALUATIONS

An internal MTE using participatory rapid appraisal methods was held in April 1994 as resources did not permit an external evaluation as originally planned in the DIP. The lessons learned have been incorporated into the FY95 and FY96 annual plans.

PLANNED RESEARCH INITIATIVES

An Action research study currently in progress using ProMIS 2 is looking at health practices/behaviors of women who participate or receive multi-sectoral services and those who do not.

A qualitative study on women's empowerment and literacy conducted together with UNICEF was completed in 1994.

IV. REVIEW AND ANALYSIS OF PROJECT RESULTS

MANAGEMENT/HUMAN RESOURCE DEVELOPMENT

The management of the program has been stable and strong without changes in the field coordinators and program manager positions. There was a change in Field Office Director with the arrival of Mr. Francis Herder in April 1995. There have been few other changes in field staff in Maissade except for the following: one animateur was dismissed and another animateur resigned and was successful as a candidate for Mayor of Maissade in the June 1995 elections, one animatrice was transferred to a new position as assistant credit agent; and a new animatrice was recruited.

Staff Training and Organizational Development

There were several opportunities for staff training.

- Presentation and participation of Eric Swedberg (program manager) in the International Vitamin A Consultative Group (IVACG) meeting in October 1994
- Visit of Fenis Filomen (credit agent) to the SEEP Guaranteed Lending Loan and Savings (GLLS) conference in Guatemala
- General staff meeting (two days) with the themes of sustainability and institution building
- One day general staff meeting to further develop the sustainability and institution building plans for the Maissade impact area
- Participation of the education and agricultural coordinators in the WCI Program Exchange conference in Nepal
- Training of the health coordinator as a trainer of trainers in gender analysis in Ethiopia
- Partnering and Institutional Building seminar held in Bolivia attended by the program manager and two guests from partner NGOs in Haiti

SUSTAINABLE AGRICULTURE/NATURAL RESOURCE MANAGEMENT

Water Resource Management

A major training event was held conjointly with UNICEF in October 1994 with the objective of strengthening the management capacity of the local water committees. Seventeen members of committees were trained in plumbing techniques. Thirty-six treasurers participated in a 4-day seminar on the financial management of local systems in which community members contribute regularly for the maintenance of their local water system. Thirty-six water committee presidents and secretaries participated in a 4-day seminar on the theme of community participation. These training events were conducted with participatory techniques appropriate to the participants' educational backgrounds. Later in the year, a one-day meeting was held with water committee members as a follow-up on their training in October. An initial stock of Clorox was distributed to five water committees for water treatment of rain water in cisterns and 5,000 droppers were

distributed to the farmer associations. The droppers are then sold to individual households to be used to treat water at the household level. The income generated will be used for the local water system maintenance funds.

During the year three new spring cappings were completed. Two spring cappings were repaired, one was recapped, and corrections were made to three other water systems based upon the recommendations of the USAID engineer. The extension of one water system was continued with the installation of 1,500 meters of PVC piping, the repair of two spring capping boxes and the construction of two water fountains. A feasibility study was completed on a 6.6 km water system which will be completed in the next quarter (before January 1996). A new cistern was constructed in the Bois Rouge region (Panache) with a capacity of 4,000 gallons.

Since SC began intervening in water resource management 25 spring cappings and 16 rain water cisterns have been completed.

Agroforestry

The soil conservation campaign started in February with a four-day training of 29 new agricultural monitors and a three-day training of 33 former monitors. From this group of 62 who participated in the training, 59 had an eight-month contract for the activities of agroforestry, soil conservation and horticulture. Following their training the model farmers made visits to other farmers to discuss various subjects such as home gardens, nurseries, and ravine fencing. 225 technical seminars were held on the above mentioned subjects with 1,703 male and 1,249 female participants. The average length of each seminar was 1 hour 30 minutes.

61,624 seedlings were produced and distributed from community nurseries. 91% of these seedlings were fruit trees which have a higher value to the farmers and especially women who can sell the fruit in the local markets. 8300 grafts were completed on mango, citrus and avocado trees with a success rate of 26%. This is a reduction from a success rate of 36.7% last year thus indicating the need for further training with the farmers on tree grafting techniques. Approximately 30% of the beneficiaries of tree grafts are women.

Horticulture

The objective of home gardens is to improve the availability of food to the home and thus to children. 868 new gardens were established and the 1,112 gardens established last year were replanted. The home gardens have an average size of 100 square meters. Clippings of a dark green leafy vegetable "liane panier" were distributed.

Soil Conservation

The soil conservation campaign resulted in approximately 400 farmers introducing improved techniques to prevent soil erosion on their land. 5,589 checkdams constructed from trees and 329 stone and rock checkdams were constructed in the ravines on the farmers' land. The majority of the farmers were learning these techniques for the first time.

207,938.5 meters of live hedge rows were established in farmers' fields. The hedge rows are established with "laecena" a nitrogen fixing tree which also serves as a fodder to enrich the soil when the trimmings are worked back into the soil.

Animal Husbandry

Due to a new partnership with a local NGO that began working in the region (INTERVET), vaccine supplies were available for a chicken vaccination campaign against Newcastle's disease in the first quarter. Our agricultural staff assisted the farmers in the Maissade area in the implementation of this activity. 10 assistants received a two day training in theory and practical techniques. 6,769 animals were vaccinated and 37% of the beneficiaries were women. The beneficiaries paid a small fee for the vaccination service. This money was used as follows: 70% to pay the assistants, 20% for the farmers association and 10% returned to INTERVET to renew the vaccine stocks for a new campaign.

Produce Storage and Preservation

Due to rumors in the country that with the return of President Aristide in October 1994 imported rice would flood the local markets, none of the associations bought corn after the local corn harvest in September/October 1994. Only one association bought beans. In January, five farmers associations were given loans (see Economic Opportunities section) to support their produce storage activities. In January these five associations bought and stored 7,637 marmites(2 kg) of sorghum and 253 marmites of congo beans. This is over a 100% increase in the amount of sorghum from last year's operation. To obtain these results the associations adopted a new strategy of buying produce from their member groups at a price slightly above the market price. Just before the next harvest the produce was sold giving priority to member groups. 44,606 gourdes (US\$2,973) was invested in the activity and a profit of G11,026.10 (US\$735) was made. There was a 6% storage loss due to humidity damage. This may be due to the pressure exerted on the roof of the silo where the opening is currently located. A possible solution is to install a door in the silo 2 or 3 feet above the base. A two-day seminar was held with the seven silo managers and 14 members of the association committees on post-harvest loss and methods to prevent it.

The partnership project with the FAO to establish a local seed production unit continued this year with the construction of a building which will be used for treating and stocking the seeds. The management committee which will be responsible for the seed production unit was also formed and has received an initial training. The seed production unit received 100 sacks of corn seed in May (however it was of poor quality) and sold 45 sacks to the farmers. This amount is significant because many farmers had already planted their corn fields and the peasant farmers prefer another variety called "Balaguer" which the FAO was not able to supply. The proceeds from the sale of this seed corn will be used as a rotating fund for the operation of the seed production unit. Thirty-six farmers are participating in this activity and approximated 15.75 hectares have been planted. It is expected that 1,000 kg of the "Balaguer" variety will be produced locally, bought and treated in the seed production unit and sold to other farmers in the area. In August 1995, 50 sacks of black beans were also obtained from the FAO and planted for seed production.

SC has also worked together with the farmer's associations of Maissade to solicit a food donation of 375 metric tons of corn grain for the Maissade area. The proceeds (US\$22,896) from the sale of this corn (the sale price of which was fixed at two-thirds of the local market price) is being used to finance three different projects: an agricultural boutique (store) in Maissade, an increase in the grain storage activities, and the adult literacy program in the education sector.

ECONOMIC OPPORTUNITIES

This year the credit program to women's groups has functioned well overall despite the occurrence of late payments and a slight reduction in the repayment rate from 100% to 94%. In the first quarter of the year there were 700 women receiving loans directly through this program with a total capital of US\$23,481. Due to the dropout of many clubs there are currently 406 women involved in the credit program with a total loan portfolio of US\$19,946. In October 1995 it is expected that 15 new clubs will begin the credit program with about 260 beneficiaries thus the total number of beneficiaries will be about 660.

To reinforce their understanding of the credit system refresher trainings have been conducted with members. This training focused on the calculation of the interest and savings and how this changes for each new cycle, the keeping of the books for each community bank, and the calendar for reimbursing. A guide was prepared to assist members in the above activities.

The problems encountered in the credit program include

1. Lateness in reimbursement due to:
 - many members losing their credit by investing in the raising of pigs (many pigs died)
 - several members have categorically refused to reimburse because there was not a functional judiciary system which could be used to penalize them (due to the political situation)
 - some members have left Maissade with their credit money
 - other members have used credit funds for non-commercial ends such as sickness or deaths in the family
2. Internal functioning of the clubs
 - Some of the groups have reimbursed their credit completely and on time but they have used the other savings that the groups have built up through other activities or they have taken funds from the savings which are supposed to be lent out to other women's groups. This has resulted in certain clubs using all of their savings which are designed to be available when a member graduates
3. During the meetings members reimburse their credit and do their book-keeping. Rather than reimbursing publicly in a meeting, money is given at other times and there are misunderstandings. There are also problems in the proper book-keeping.
4. To improve the functioning of the credit banks the following steps will be taken:
 - The number of clubs will be reduced to permit closer supervision.
 - After each cycle training will be held with credit committee members.
 - The savings accumulated by the groups will be deposited with the SC administration and loaned out to other clubs rather than loaned out by the groups themselves.
 - The initial loan will be increased to G500 (US\$33) to increase the type of activities that can be conducted and the capital for each new cycle will be increased by the accumulated savings.
 - The loan cycle will be increased from 4 months to 6 months and graduation will be after 4 cycles.

Grain Storage Credit

This year there was a new credit given to 5 farmer's associations to increase the volume of grain they can store. This credit to the associations is given over a period of 4 years at a 10% annual interest rate. This will allow the associations to build up a sufficient capital for this activity to be self-sustaining. This credit has resulted in an increase in the volume of grain they can store. One association has increased their grain storage to over 80% of silo capacity.

Three of the farmers associations continued to have their own credit programs with a total of 20,060 gourdes (US\$1,337) and beneficiaries from 32 groupements.

Small Scale Enterprise

Discussions with UNICEF and WHO resulted in the financing of two women's groups in Maissade to enlarge their mango drying workshops. This will allow the groups to increase their production by 200% by increasing the number of solar dryers from 10 to 30. More importantly UNICEF and another agency involved in nutrition programs have agreed to buy all the dried mangoes that can be produced at a price that gives the groups a profit. A new label for the packaging of dried mangoes was designed and initial testing was conducted.

A new project with the dual purpose of income generation and providing essential products to local farmers was initiated in partnership with the FAO. This farmer's boutique (store) supported initially by the FAO and by the proceeds from the corn sale donated by France began with the following activities:

- the forming of the management committee comprised of members of the seven farmer's associations,
- the selection and rental of a house to used as the store,
- the five day training of the 5 member committee, and
- purchasing an initial stock of material including seeds, insecticides and tools by the manager.

EDUCATION

There are now 164 women's clubs existing in Maissade. Rather than continue to expand to 200 clubs as originally projected the focus of the education program this year was to strengthen the capacity of the women's clubs to function with more independence and with less support from SC personnel.

Training was conducted with the 10 animatrices on the theme of group associations with the objective of giving the animatrices the tools to build the women's clubs into associations. Leaders (called delegates) chosen from each club received training with the following themes:

- trade marks of an association
- principles and techniques of adult education
- the behavior of delegates in a group
- techniques of communication

Upon completion of this training the delegates formed an association and are responding to the demands of the women's clubs to hold meetings and training. The rules for the

associations were drafted, discussed and ratified with the women's groups who are forming the associations.

A highlight of the year were two exchange visits. One was a visit made by the animatrices to another NGO in the region which has a health and credit program. The second visit was made to SC in Maissade by 20 animatrices and women's club members from an NGO in the southern part of Haiti. They came to learn from the personnel in SC concerning credit, education and forming associations.

Primary Schools

The four member training/supervisor team began working with 34 schools as the new school year began in October 1994. Each school received several visits from one of the team members to follow-up on the two week training that they had received in the summer. The school materials were supplied to 2,104 students. Supervision by the four member training/supervisor team in each of the 31 schools (one school dropped out and two did not respect the norms) was the primary activity during the year. Each member of the team is responsible for a group of schools in a particular area and is required to make a minimum of two visits to each school each month. The teachers were delighted to see the results of their new found skills in the progress of their students. During these visits teachers are helped to brush up their skills by the direct classroom intervention of the visiting supervisor or after the class when the teacher receives a written report of the visit which they are then required to sign. Instead of being threatened by these visits the teachers view them as helpful and collegial rather than the traditional government inspector approach.

Four in-service training days were also held. A end-of-year survey for all the schools in Maissade was completed to determine the number of students completing the year. 91% of students (7719 of 8501) completed the school year. The 70 professors from the 31 schools who participated in our training program this year had a year end meeting with the SC staff and the education committee. The program of the meeting included the annual reports from each supervisor, a financial report from the education committee, the action plan for the next school year including training events during the vacation months, and school construction projects which are being planned with financing from other donors. This meeting culminated with the giving out of a bonus to all 70 professors whom were categorized by performance into three groups. During the summer months training was held for teachers in preparation for the new school year.

Literacy

Of the 849 women who began a new literacy cycle in September 1994 there were 746 who continued up to December 1994. In March 1995, 644 passed the final exam, 47 failed the exam and 34 did not participate in this evaluation. Thus of the 849 women who began in September 1994, 75.8% successfully completed the training. These women began a post-alpha training beginning in May 1995 which will end in October 1995. The post-alpha curriculum includes calculations, the different types of writing and reading, how to use the post-alpha curriculum book, and spoken French. Due to the performance weakness of some monitors a stricter supervision schedule has been established by the supervisors to ensure that the monitors will receive adequate supervision in the literacy centers.

The "post-alpha" program of 15 men's groups completed their six month evaluation in March 1995. Of the original 188 participants 148 took part in the final evaluation and 140 successfully passed. This brought to completion their 12 month literacy training. This accomplishment was marked by the giving of diplomas to the successful participants.

Early Childhood Development

Funding for this activity has yet to be identified.

IMPLEMENTATION OF ACTIVITIES AGAINST PLANNED CALENDAR OF ACTIVITIES

GENERAL

<u>Activity</u>	<u>Proposed Dates</u>	<u>Actual Dates</u>
Staff TOT	August 1993	January 1994
Staff visits Francophone SC impact sites	September 1992	March 1994
Gender analysis staff training	September 1992	March 1994
Leadership training club delegates	April 1993	June 1994; February 1995
Inter-regional exchanges club delegates	April 1993	March 1995

EDUCATION

<u>Activity</u>	<u>Proposed Date</u>	<u>Actual Dates</u>
Teacher training 1995	March 1993	June 1994; August/September

SUSTAINABLE AGRICULTURE/NRM

<u>Activity</u>	<u>Proposed Date</u>	<u>Actual Dates</u>
Water sanitation/ committee organization	April 1993	April/October 1994

ECONOMIC DEVELOPMENT

<u>Activity</u>	<u>Proposed Date</u>	<u>Actual Dates</u>
Creole-language credit management manual	October 1992	January 1996

INTEGRATION AND MUTUAL REINFORCEMENT

The women's clubs continue to benefit and participate in services and activities from all the sectors (health, credit and SA/NRM). Women who have obtained literacy skills are better able to participate in the credit activities because they can now sign their names to open a bank account or do the required bookkeeping. In similar fashion, the access to credit allows women to generate income which they can use to better care for their children; sending them to school, buying more nutritious foods, or finding appropriate medical treatment for them through the dispensaries of the health sector.

PROBLEMS AND HOW THEY HAVE BEEN ADDRESSED

One of the new problems encountered this year involved the political campaigning and elections in the area. Promises were made by a political party that there would be no-interest credit available. Some groups in our credit program dropped out due to their hopes of having access to this credit although this new credit in competition with our credit program has not yet materialized. We have addressed this problem by trying to better inform participants about the foundations of these promises while at the same time trying to remain neutral in the political debate.

In our community development projects we continue to insist on a strong degree of community participation. For example if a water spring is going to be capped the community helps transport the needed materials such as cement and pipes to the project site and they also provide the local materials such as rocks and sand. Another organization has conducted similar projects but rather than encouraging community participation has paid community members for local materials. These other projects which paid for local labor were also disruptive of some of our other programs such as the adult literacy program in which attendance dropped in some of the centers.

UNINTENDED EFFECTS

No unintended effects were identified.

IMPACT ON LOCAL INSTITUTIONS, LOCAL POLICY AND PEOPLE OUTSIDE THE PROJECT

SC/Haiti has achieved recognition as a lead agency in practical implementation of women's empowerment programs. In this respect UNICEF has approached SC/Haiti to coordinate its program in another region of Haiti focusing on community organization, participation and empowerment.

Due to the mediation of the primary education program staff the government is expected to support the salaries of more teachers in the area. SC was requested to make recommendations on which schools should receive this support. Thus a number of community organized schools are expected to be strengthened by this important financial support.

MALI FIELD OFFICE

I. BACKGROUND TO GRANT AND PROJECT CONTEXT

The Women Child Impact program in Mali advanced on several fronts during the reporting period, a general revitalization of our understanding and our strategies concerning gender and development, more progress in national policy areas concerning children (especially regarding education), and a significant rethinking of the basic program principles of Save the Children and how they play out in the field.

During the reporting period technical assistance was received from Rani Parker (November, 1994 and March, 1995), Charlotte Johnson Welch (November, 1994) of ICRW, Laura Wedeen (June, 1995), and Sarah Castle (July - August, 1995). In addition, Mali and Burkina Field Office (FO) staff represented West Africa at two worldwide gatherings, in Kathmandu (April, 1995) on SC's Program Principles and in Addis Abeba (May, 1995) for a training of trainers in gender analysis and programming. Each of these visits is described below.

II. PROJECT METHODOLOGY

Described in conjunction with section IV (Review and Analysis of Project Results)

III. MONITORING AND EVALUATION

Described in conjunction with section IV (Review and Analysis of Project Results)

IV. REVIEW AND ANALYSIS OF PROJECT RESULTS

GENDER AND DEVELOPMENT

The most significant innovative thinking and planning in the project this year has been in the revitalization of gender-related staff and activities. Mali FO has begun to move this year from a more traditional "women in development" approach, characterized by an emphasis on women's physical presence in SC activities, to a "gender and development" model, where more attention is being paid to analysis of the underlying causes of gender disparities, and where the primary indicator of success is the closing of the gap in parity of benefits between the genders, as well as greater access for women to decision-making. The reflection leading to this shift was greatly stimulated by the November 1994 visits of Rani Parker and Charlotte Johnson Welch.

A new WCI coordinator was named in December: Ms. Fily Diallo, previously Mali FO's education agent in the Tousseguela subdistrict. Fily's job involves being responsible for WCI on the ground, and particularly advancing Mali FO staff's understanding of gender and development. In this capacity, Fily has represented Mali FO in both Kathmandu and Addis Abeba.

Fily supervises a staff of six “animatrices de zone,” who were formerly women’s development agents charged with increasing women’s participation in SC’s already determined development activities—at times under the old system, they were the equivalent of a women’s auxiliary, at times they served as “cheerleaders” for mostly male sector coordinators and staff. Under the gender and development approach, these animatrices become instead the field office’s “in-house consultants” for the analysis of gender-related inequities both in daily life and in SC’s interventions, who are to guide SC to a program characterized by parity in access, benefits, and decision-making. One promising AZ, Ms. Koura Outtara, has been specially trained along with Fily in gender analysis.

Beyond the WCI staff presence, three other staff in West Africa have been given extensive training in gender analysis—Mr. Drissa Kone, Mali FO’s agriculture sector coordinator, Ms. Maria Kere, Burkina Faso’s program director, and Mr. Tougma Tene Sankara, Burkina’s education coordinator. This team of five has put together a “WCI Action Plan” for 1995-96 (see below).

At the same time, Mali FO has undertaken a general analysis of its recruiting policies and gender. Male candidates outnumber female candidates for most jobs posted (the Bamako-based sponsorship coordinator position (managerial) attracted 43 men and 3 women candidates; the Kolondieba-based literacy animator positions (entry-level) attracted 81 men and 11 women; the Bamako-based sponsorship secretary position attracted 16 men and 22 women). We are in the process of analyzing the factors that encourage women’s applications, especially for non-traditional and managerial jobs.

An analysis of salaries by gender revealed certain discrepancies between men and women. It was found, for example, that while the field office salary schedule is “gender-blind,” men have higher average salaries than women, either because they have worked longer for SC, or because they started at a higher step in the same grade. In response, we will be drawing up firmer gender-blind guidelines for initial assignment of salary steps.

This period has seen important advances for women in the Mali FO staff. For the first time, a woman held the position of Deputy Program Manager in Kolondieba, overseeing a staff of about 120 persons and a complex program. In addition, a woman has been promoted to the new and pivotal position of Office Manager in Bamako. The two new expatriate staff positions (Deputy Director and Finance Advisor) have gone to women.

In the area of staff development, the bylaws of the Mali FO training council now include guidelines that assure that the number of training opportunities for women, and the amount spent on training for women, reflect the percentage of the staff who are female.

Technical Assistance/Trainings in Gender

In November 1994, Mali FO was visited by WCI Director Rani Parker and Charlotte Johnson Welch of ICRW, the former to discuss the reorientation of Mali FO gender strategies, and the latter to conclude the WCI midterm evaluation begun in April 1994.

Both visitors contributed greatly to Mali FO staff's understanding of gender issues, and as a result of the visit, Mali FO made a commitment to hire four new animatrices and to hold a gender analysis training in March 1995.

The orientation of the new WCI staff included two weeks in Bamako for the Mali WCI coordinator, who visited most of the national organizations related to women's issues, as well as a crash refresher course in English, since it is expected that her position will keep her in frequent contact with Home Office, Anglophone West Africa, and other parts of the SC world.

The gender analysis training was held in Kolondieba from 21-25 March, 1995 facilitated by Rani Parker, Mali FO consultant Rachel Stoler, Fily Diallo, and Drissa Kone. Thirty Mali FO staff participated (sectoral staff, community development agents, and WCI staff), and the Burkina Faso FO was represented by Maria Kere. The goal of the training was to develop, reinforce, and institutionalize skills and capacities of SC staff in the conception and implementation of gender-sensitive programming. Staff were exposed to key ideas in gender analysis, learned its 5 principal components, learned how to identify and act on gender discrimination, and developed a follow-up action plan. This training served as a testing ground for a larger subsequent WCI training ("FACETS") in Addis Abeba in May 1995.

Mali FO staff's understanding of gender issues was deepened at the week-long Program Exchange Conference in Kathmandu, Nepal (April 1995), attended by Fily Diallo and Mali FOD Peter Laugharn, along with Burkina Faso Program Representative Maria Kere. In particular, Mali FO staff began to come up with useful working definitions of the term "empowerment," an expression which had been both vaguely understood and contentiously debated previously in Mali.

This thinking regarding empowerment was further advanced by a June 1995 consultancy by Ms. Laura Wedeen, associated with SC/Nepal. The objectives of Ms. Wedeen's consultancy were to (1) define empowerment in the Malian context; (2) develop a list of practical indicators of empowerment for SC's field staff; and (3) help the WCI staff make the transition from the traditional "women's auxiliary" approach to one of "internal consultants" or "guides" as mentioned above. After considerable discussion with SC staff, Ms. Wedeen suggested a framework for understanding empowerment that included ways of feeling (pride, confidence, and external recognition), ways of thinking (critical consciousness, solidarity), and ways of behaving (autonomy, assertiveness, competence, and pursuit of information), along with a series of indicators for each in each of the WCI sectors (education, economic opportunities, natural resource management). Mali FO is reflecting on how best to build upon this rich exchange.

SC/Mali staff training skills in gender analysis were further refined in the Family and Community Empowerment Training Systems (FACETS) workshop in Addis Abeba in May 1995. At Addis, the following persons formally became the West Africa gender and empowerment training team, with the goal of raising gender awareness and passing on gender tools and skills to as many members of the SC/West Africa staff as possible:

Ms. Fily Diallo (SC/Mali WCI Director, based in Kolondieba)
Ms. Koura Outtara (SC/Mali Animatrice de Zone, based in Kolondieba)
Mr. Drissa Kone (SC/Mali Agriculture Coordinator, based in Kolondieba)
Ms. Maria Kere (SC/Burkina Faso Program Officer, based in Ouagadougou)
Mr. Tougma Tene Sankara (SC/Burkina Faso Education Coordinator, based in Sapone, Burkina Faso)

Ms. Outtara and Ms. Kere have strong English language skills and will also cover the Gambia Field Office. Ms. Diallo, Mr. Kone, and Mr. Sankara will have additional responsibility for the Cameroon Field Office.

The five-person team drew up the following action plan for the WCI grant's final year (95-96).

- | | |
|----------|--|
| October | <ul style="list-style-type: none">- Discuss with FO Directors the firing and training of women- Select activities by sector for use and local adaptation of gender analysis- Develop and circulate workshop questionnaire- Raise FO management awareness on gender issues (Phase I) |
| November | <ul style="list-style-type: none">- Receive and adapt SC Gender Analysis Manual to West Africa- Translate Manual into French- Work with FO management to determine FO gender needs and strategies |
| December | <ul style="list-style-type: none">-Preparation of West Africa-wide gender analysis training |
| January | <ul style="list-style-type: none">- Gender Analysis training (site: Burkina Faso)- Mid-year review |
| May | <ul style="list-style-type: none">- Worldwide review/annual WCI workshop |

Lastly, but memorably, Maria Kere was able to represent SC/West Africa and the West Africa FACETS team at the international conference on women in Beijing in September 1995. She put a particular emphasis on exchanging and learning about girls' education, and came back to West Africa with many resources and ideas.

GENDER AND THE SECTORS

Emphasis continued to be placed during 1994-95 on striving toward parity of participation, benefits, and decision-making in all of SC/Mali's sectors (education, economic opportunities, sustainable agriculture/natural resource management, and health).

Education

In education, the Village Schools project maintained its tradition of gender parity between boy and girl students (elsewhere in Mali, the ratio is two boys to one girl, the ratio being even more skewed in rural areas). The success of SC/Mali's girls' schooling efforts has attracted the interest of many partners, including the Malian Ministry of Education,

USAID's and UNICEF's subregional offices (Abidjan), and other international PVOs such as CARE, Save the Children/UK, and Save the Children/Canada.

Data from the third year Village Schools indicates that girls are not only entering the schools at parity with boys, but they are continuing at the same rate (in formal schools, girls experience higher dropout rates). In the best-functioning third year school, 97% of girls and 97% of boys were still in school after three years; if all of the four third-year schools are taken together, 66% of the original male cohort and 63% of the original female cohort were still in school after three years. The lowest-performing village does show a disparity favoring boys: 59% of its original male cohort and 40% of its original female cohort are still in school after three years. SC will conduct participatory rapid appraisals in these four villages to ascertain the reasons for the differences in overall retention, and the reasons for gender disparities within and between schools. This information will then be used to strengthen messages to parents and communities about the importance to the community, the family, and the individual of sticking with school. (It should be noted that we expect the 1995-96 third-year retention percentages to be higher all around, as a result of better community understanding and awareness in schools started later in the program).

The policy impact of the gender parity experience in the Village Schools has been great. Support for girls' schooling has often been largely lip-service at policy and even headmaster levels, since education professionals had come to believe that the current inequalities were inevitable. The Village Schools in Kolondieba have been extremely useful for showing policy-makers and school administrators that gender parity in rural primary schools is possible, even likely, if sufficient attention is paid to the concerns of parents.

Access and retention are essentially related to children's participation in the Village Schools; in the coming year we will also be conducting a gender-differentiated survey of pupil achievement. Do boys and girls master different skills at different rates or different levels of achievement in these rural primary schools? Why? What are the parental and community perceptions of girls' and boys' achievement levels, and of the immediate utility of the knowledge and attitudes learned for girls and for boys? These questions are crucial for maintaining parental and community support for the schools, and their daughters enrollment.

Demographer-anthropologist Sarah Castle began an intersectoral impact study in July comparing the health-protective behaviors of Village School (VS) students with those of unenrolled children in the same villages and children in villages without Village Schools. The hypothesis of this research is that VS students will be better informed and take greater initiative in improving their families' health status, and that the younger brothers and sisters of VS students will have better health indicators than those in the control groups. This research will aid SC/Mali in refining its curricula and teacher training methods, in substantiating the immediate positive impact of schooling on the village environment, and in articulating broader definitions and measures of educational quality.

Economic Opportunities

In economic opportunities, there have been significant strides in women's access to credit. At the end of September 1995, there were 1,164 women borrowers out of a total of 1,782 (65%, up from about 20% at the beginning of the WCI program).

It is useful to compare the new all-women Group Guarantee Lending and Savings (GGLS) program, established in March 1995, with the older, more traditional "UCOVEC" (Union of Village Savings and Credit Committees) program, to get an idea of the new directions the sector is taking:

	GGLS	UCOVEC
	30 September 95	31 March 95
Number of borrowers	786 women	996 (378 women)
% of borrowers who are women	100%	38%
Outstanding loan portfolio	15,930,000 F (\$30,780)	31,219,490 F (\$62,189)
Average loan size	20,000 F (\$40)	31,219 F (\$62)
Repayment rate	100%	85%
Total savings	886,472 F (\$1,773)	7,066,630 F (\$14,133)
Average savings per borrower	1,127 F (\$2.25)	9,550 F (\$19.10)
Length of loan cycle	6 months	1-4 years

In addition, ten new female credit and savings promoters have been hired in this year to support the Group Guarantee Lending and Savings (GGLS) program, giving the economic opportunities sector the highest percentage of female staff, and proving to decision-makers that it is possible to field a qualified female staff in outlying rural areas.

Sustainable Agriculture/Natural Resource Management

In agriculture, significant strides have been made in increasing women's participation. Women have gone from making up 28% (244 of 798) of agriculture training participants in 1993-94 to 68% (827 of 1,201) in 1994-95.

MOZAMBIQUE FIELD OFFICE

I. BACKGROUND TO GRANT AND PROJECT CONTEXT

Mozambique was added to the list of Save the Children core WCI countries in July 1995, with the following objectives:

- Recommend strategies for improving women's participation in program design, planning, implementation and evaluation,
- Train Mozambique Field Office staff in Maputo, Gaza, Tete and Nampula Province in gender relations analysis, and
- Carry out an assessment of progress made in achieving program goals (six months after completion of training).

II. PROJECT METHODOLOGY

Described in conjunction with section IV (Review and Analysis of Project Results)

III. MONITORING AND EVALUATION

Described in conjunction with section IV (Review and Analysis of Project Results)

IV. REVIEW AND ANALYSIS OF PROJECT RESULTS

Earlier in the year (April 17-22), Sebastiao Rodrigues, the Manager of the Gaza Community-Based Health and Rural Development (CBIRD) Program attended a SC, WCI-sponsored Program Exchange Conference in Nepal. Sashi Chanda, the Deputy Manager of the CBIRD program attended a Gender Relations Analysis Training Workshop in Addis Ababa, Ethiopia (May 20-27). As an outcome of the workshop, Sashi and Linile Malunga, the Zimbabwe Program Director, prepared a draft Family and Community Empowerment Training Systems (FACETS) action plan for the Southern Africa Area. The draft document has since been shared and discussed with other FO and HO technical staff. It will form part of the basis for implementing WCI activities in Mozambique and the sub-region.

Between 14-20 August, Ms. Gail Snetro, a consultant, visited the Field Office to work with staff on initial planning for WCI activities in Mozambique. The following specific outputs were proposed for WCI activities in Mozambique:

- Translation of some key documents into Portuguese. These include: The WCI FACETS Training report and the University of Witswatersrand series on Women's Health.
- All SC Mozambique staff trained in gender awareness and impact assessment utilizing FACETS materials.
- A report on the Status of Women in Gaza Province.

- An assessment of the SC Gaza program for gender sensitivity.

A tentative training curriculum was also prepared during Ms. Snetro's consultancy. The following gender related topics were included: Understanding gender from a personal perspective, Women in Development and Gender and Development, gender disaggregation, division of labor, discrimination and cultural acceptance to change. Translation of the FACETS report into Portuguese has just been completed (for \$350). The first Gender Relations Analysis Training workshop for Mozambique Field Office staff is scheduled for November 6-17, 1995. Key members of staff have been designated as WCI point persons for the various impact areas.

V. MANAGEMENT: REVIEW AND ANALYSIS OF HEADQUARTERS SUPPORT FUNCTIONS

Project Planning and Management Activities

The fourth year of the WCI program marked a period of strategic activity at Headquarters, with the aim of clarifying WCI's role and institutionalizing WCI approaches throughout the Agency. Beginning with a two-day strategy planning session in which all departments of the Agency participated, WCI continues to exert a strong influence on the Agency's program direction, and increasing influence and recognition in the broader development community.

Strategy Planning

Agency-wide strategic planning, conducted early in the fiscal year, pointed to the need for greater internal clarification of WCI, training to increase understanding of gender analysis and women's empowerment, and the incorporation of a WCI filter in key decision-making processes at Headquarters and Field Offices. The major thrust of WCI activities during the year was to respond to issues raised during this planning activity.

Key Program Principles

For greater clarity about WCI, the program sponsored the *Program Exchange Conference* which brought together staff from 20 countries world-wide (over 60% women), to assess SC's key program principles and update them in light of the changing external environment and experience with existing approaches to WCI programming. Following the Conference, an inter-departmental committee at Headquarters compiled and reviewed field and headquarters comments. The final version of the principles were then formally approved by SC's Senior Management Team.

The new program principles are:

- Child Centeredness
- Gender Equity
- Empowerment
- Sustainability
- Scaling Up
- Measurable Impact

The principles are being incorporated into the Agency's *Program Handbook*, for use by all staff.

Decentralization

As the Agency continues to decentralize programming away from Headquarters, while expanding program approaches beyond the country-level to regional impact, WCI plays a

critical role in helping define, refine, and strengthen those processes. WCI activities have therefore focused on strategic interventions such as FACETS (described below) and supporting common understanding of the program principles and their application in programming.

Family and Community Empowerment Training Systems (FACETS)

The FACETS initiative was created to support the Agency's decentralization process, to develop sustainable methods of building capacity so that connections between gender roles and sustainable development are made, and to expand the knowledge base about tools and techniques for program planning with a woman-child impact perspective. The FACETS teams are expected to provide training and technical assistance to SC field offices. Beginning in Year Five of the Grant, they will also give similar assistance to partner agencies to help build local NGO capacity in woman-child centered, impact oriented programming.

Eight teams of trainers (15 women and 12 men) from each of SC's eight sub-regions were trained for one week. The requirement of mixed sex teams from each sub-region unexpectedly resulted in team members with different sectoral expertise. The content and methodology of the training is represented in the book, *Gender Relations Analysis: A Guide for Trainers*.

FACETS also includes the first systematic monitoring of the effectiveness of gender training. With the possibility of obtaining additional funds, WCI will be able to measure the impact of teams through the development of computerized FACETS databases. This information will help expand the use of gender perspectives in programming and contribute to greater sustainability.

Discussion Series

The Woman-Child Impact Office coordinated a Discussion Series on WCI approaches and their relevance to the organization. From December through July, seven discussions in the series were held they were

- Partnership/Institutional Development
- Women in Leadership
- Urbanization of Poverty
- Measuring Impact
- Relief to Development
- Influencing Policy
- Engendering Organizations

The discussions were unique in that all aspects of the planning and implementation were a collaborative effort by the whole organization represented in interdepartmental "teams" in areas such as the Computer group, Finance, Accounting, Health and emergency

assistance. Documentation of the series has resulted in two brochures; two others are in progress.

A Discussion Series is also planned for FY96. There will be four discussions in the series, three of which will focus on the sectors (education, economic opportunities, health/population/nutrition) and how WCI enhances their programming. The fourth discussion will focus on WCI.

Documentation

As interest in WCI approaches has grown both within and outside the Agency, the need for additional documentation of various types increases dramatically. During the last year, Headquarters staff were engaged in:

1. development of the *Program Handbook*, for use throughout the Agency;
2. development of the *Gender Guide*;
3. descriptive documents about the program;
4. upgrade of *Program Exchange*;
5. partnerships with the field to conduct impact studies;
6. coordination of publication for booklets from the Discussion Series; and
7. development of *A Girl's Right to Development, Equality and Peace*.

These documents are described below.

1. *Program Handbook*. Since SC's early programming model, Community-Based Integrated Rural (later, Responsive) Development, or C-BIRD, the Agency has evolved in response to a fast changing external environment. The *Program Handbook* attempts to capture those changes as the new program framework emerges, emphasizing child-centeredness, gender equity, empowerment, sustainability, scaling-up and measurable impact.

WCI is coordinating the development of the *Program Handbook*, which will represent the new framework and provide guidelines for SC programming world-wide. The Handbook is expected to be complete in December 1995.

2. *Gender Guide*. Building on training from previous years, WCI has published a Guide for SC staff and other development practitioners that puts forth an approach and a set of tools for gender-aware programming.
3. *Descriptive Documents*. As WCI's exposure increases within SC and in the broader development community, so too does the need for documents representing programs. The WCI Office developed one-page country program statements for each of the four core countries, a short statement of statistics indicating why we work with women, and a statement that provides an overall program description.

4. *Program Exchange.* The newsletter, *Program Exchange*, was upgraded to be more reader-friendly. In addition, the new form includes proactive solicitation of articles from field staff.
5. *Impact Studies.* A series of impact studies is being generated in each of the core countries. These studies have been designed in collaboration with field staff and with support from local partner agencies. In addition to the measurement of impact and consequent improvements in programming, the studies aim to strengthen field staff capacity to carry out rigorous, statistically sound action research.
6. *Discussion Series Booklets.* On topics where there was sufficient inter-departmental interest, staff used their own time to document the discussion in the form of a booklet. WCI provided coordination and published those booklets. Two have been produced on the topics of women in leadership, and partnership.
7. *Booklet on the Girl Child.* The WCI Director worked with members of the International Save the Children Alliance (ISCA) to produce a booklet entitled, *A Girl's Right to Development, Equality and Peace*. Aimed at participants attending the NGO Forum in China, the booklet presented key principles in the Convention on the Rights of the Child and provided program examples world-wide that addressed those rights. Thousands of copies were distributed. The booklet also served as an information tool for several governmental delegations (including the U.S. delegation) at the UN Fourth World Conference on Women in Beijing. Publication of the booklet was co-funded by SC/US, SC/Canada, SCF/UK, Radda Barnen (SC/Sweden) and the ISCA Secretariat in Geneva.

Policy Influence

A major thrust of the WCI policy work during the last year was preparations related to the United Nations Fourth World Conference on Women and the parallel NGO Forum in China. As the coordinator of SC's activities in China, the WCI program has taken on a central role both within the Agency and within the International Save the Children Alliance (ISCA).

Within SC, WCI coordinated the participation of SC's delegation to the NGO Forum. This included two WCI workshops focusing on inter-generational linkages for women and the connection between gender equity and sustainable development. In addition, SC staff spoke on panels and gave presentations at numerous workshops at the Forum. SC's visibility was further enhanced through its spokesperson, Ms. Sally Field, who spoke at a plenary and served as "eminent person" at a UNICEF sponsored "Girls Speak Out" event.

In collaboration with members of ISCA, SC further expanded its outreach and impact. Delegates organized the Caucus on the Girl Child at the Forum, and provided regular input to the corresponding Caucus at the Conference. The WCI program also coordinated the preparation of ISCA's statement to the UN Conference, co-authored the booklet, *A*

Girl's Right to Development, Equality and Peace, and continues to take leadership in the ongoing work of ISCA in follow-up to Beijing.

As an active member of InterAction's Commission on the Advancement of Women, the WCI Director served on the Committee developing guidelines for gender equity, to be incorporated into InterAction's PVO Standards.

During this year, Save the Children was recognized for its expertise in measuring the social impact of GGLS programs on women and children. Through the SEEP network, Save the Children will participate in developing measurement tools, designing impact studies, and assisting AID missions in evaluating GGLS programs. SEEP is a subcontractor in the recently-won MSI bid to evaluate the impact of GGLS programs.

Representation

The WCI Director represented SC at various fora, including the following:

- Harvard School of Public Health as panelist for a discussion entitled, "Current Perspectives on Women's Health Issues."
- Represented the PVO perspective as panelist on a USAID/InterAction sponsored panel on Gender Issues and Sustainable Development in Africa.
- School of International Training, at Brattleboro, Vermont, addressing graduate seminar on Gender Relations and Development.
- As panelist on "Institutionalizing Multi-culturalism: Broadening the Base of Decision-Makers," at the Multi-Cultural Institute Conference.
- InterAction Forum, as panelist presenting models for gender integration in development programs.
- International Fund for Agriculture and Development (IFAD)-sponsored discussion on "women-focused" and "gender-focused" approaches to mainstreaming empowerment.

The research and evaluation specialist represented WCI in the following fora:

- as co-chair of a two-day seminar on empowerment (sponsored by the Small Enterprise Education and Promotion network)
- as a member of the AID-sponsored expert working group on the impact of microenterprise programs
- as a presenter at the National Council for International Health meetings (the presentation reviewed Save the Children's data sets and research)
- as a presenter of key findings from multisectoral research (the impact of credit on fertility and health) at the Social Science and Medicine conference in Hungary

Staffing

During this year, the WCI Office was staffed by a three person team consisting of the Director, the Evaluation Specialist and Administrative Assistant. The Training Specialist joined the team in April and resigned after only a few months, citing excessive travel. In

August, Lyn Messner joined WCI as Program Associate responsible for coordination of WCI's increasing documentation needs. With experience in Southern Africa, Ms. Messner also serves as primary backstop person for the new WCI core country, Mozambique.

Training

The WCI Office tested its approach to gender relations training in Mali in March. Based on that successful experience, WCI began the FACETS (Family and Community Empowerment Training Systems) initiative. FACETS supports training of trainer teams based in eight sub-regions of the world, enhancing SC capacity and expanding that capacity to local NGOs. The training methodology is documented in SC's newly published *Gender Relations Analysis: A Guide for Trainers*. The manual provides guidelines for SC and other development practitioners for the implementation of sustainable development with a gender perspective.

The WCI Office also provided gender relations training to SC's Senior Management Team. The training was received extremely well, and follow-up training is expected. Materials from this training are available in the form of a manual entitled, *Gender Relations Training for Senior Management*.

Technical Assistance

The following is a list of technical assistance provided with WCI support in the fourth year.

<u>Individual</u>	<u>Dates</u>	<u>Country</u>	<u>Purpose</u>
WCI Director	Oct. 1-7	Bangladesh	Orient the WCI Director to the program in Bangladesh
WCI Director	Nov. 13-20	Mali	Assistance with WCI mid-term evaluation
WCI Director	March 6-10	Haiti	Orientation to program
WCI Director	March 16-28	Mali	Co-facilitate workshop on gender analysis training
Research/Evaluation Specialist	Oct. 9-14	Hungary	Present Bangladesh impact study at Social Science and Medicine conference
Research/Evaluation Specialist	Sept. 17-Oct. 4	Bangladesh	Provide guidance to Bangladesh action research agenda

<u>Individual</u>	<u>Dates</u>	<u>Country</u>	<u>Purpose</u>
Research/Evaluation Specialist	Nov. 4-23	Caucasus	Participate in the mid-term evaluation of umbrella grant; review data collection systems
Research/Evaluation Specialist	March 5-21	Bolivia	Develop action research agenda; follow up on WCI mid-term evaluation
Research/Evaluation Specialist	June 17-25	Jordan	Assist in the development of a GGLS baseline study (Lebanon) and review Jordan's credit information system
Training Specialist	July 4-10	Bolivia	Review staff training needs; assist in strategic planning (especially with regard to gender)
Economic Opportunities Director	April	Bangladesh	Training of trainers for Association for Social Advancement and 4 SC field offices
Economic Opportunities Director	December	West Bank/ Gaza	Technical Assistance
Economic Opportunities Director	April	Jordan	Technical Assistance
Economic Opportunities Director and Specialist	December	Jordan	Middle East Field Office Directors' strategic planning meeting
Economic Opportunities Director and Specialist	November	Boston	Training for 6 field offices and Working Capital study tour
Economic Opportunities Director and Specialist	November	Guatemala	Village Banking Conference and SC training of 7 field offices
Economic Opportunities Specialist	March 24	Bolivia	Analyze credit policies and procedures; recommend methodological adaptations

<u>Individual</u>	<u>Dates</u>	<u>Country</u>	<u>Purpose</u>
Economic Opportunities Specialist	November	Haiti	Assess expansion possibilities in the context of the new political environment
Economic Opportunities Specialist	December	Lebanon	Technical Assistance
Economic Opportunities Specialist	December	Egypt	Technical Assistance
Economic Opportunities Specialist		Mali	West Africa training
Bangladesh Field Office		Bangladesh	Technical assistance in integrated credit/early childhood development programs to Jordan and Lebanon program managers
Subsector Development Specialist, Philippines Field Office		El Salvador	Analysis of subsector development possibilities in San Martin
Jordan/Lebanon field office staff		Jordan	Development of DIP; sharing of GGLS group promotion techniques
Lebanon Education & Sponsorship Coordinator	June 17-25	Jordan	Review of Jordan's credit information system
Gender Consultant	June 4-16	Mali	Help SC staff define and integrate empowerment into their work

MAJOR WORKSHOPS

<u>Workshop</u>	<u>Country</u>	<u>Purpose</u>
Cairo Conference	Egypt	To discuss issues of decentralization and Area strategic planning up to the year 2000
WCI Strategy Planning Meeting	U.S.	To consider issues and opportunities for WCI as it moves toward global impact
Program Exchange Conference	Nepal (20 countries represented)	To review and revise SC program principles in light of program experience
Gender workshop	Mali	To provide area training in gender analysis and to prepare for FACETS
Family and Community Empowerment Training Systems (FACETS)	Ethiopia (20 countries represented)	To provide training in the practice of gender approaches and develop regionally-based teams with gender expertise
Latin America & Caribbean Partnership/Institutional Development Workshop	Bolivia	Share regional experience in P/ID; identify effective ways for SC field offices to strengthen partnering strategies and capacities
International Village Banking Conference and SC Strategic Planning Workshop	Guatemala	Present SC's integrated economic programming; develop principles and standards for GGLS programs within SC
Partnership for a Better Childhood	Cyprus	Coordination of early childhood development initiatives in the Middle East (gov't and non-gov't organizations present)
GGLS workshop	Mali	Regional GGLS workshop
GGLS workshop	Bangladesh	Area GGLS workshop
Economic Opportunities Strategic Planning Workshop	Jordan	Inform programming in the Middle East, home office, and other countries
SC Strategic Planning Conference	Thailand	Joint discussions between Program Development and Area Directors about future initiatives and direction

ECONOMIC OPPORTUNITIES

Overview

Funded by the WCI grant, Save the Children's women-focused economic opportunities programs have grown considerably in number, size, quality and policy impact over the past year. The grant has now birthed 12 Group Guaranteed Lending and Savings (GGLS) programs as well as one innovative Subsectoral Development program, all thirteen of which focus on increasing the income and status of low-income women. Highlights from the year include:

- 7 SC offices with GGLS programs participated in a study tour of Working Capital, the International Village Banking Conference, and a follow-on SC GGLS Strategic Planning workshop,
- SC staff made three presentations to the first international Village Banking Conference on impact evaluation and integration and participated in the working group which set international standards for village banking,
- SC's models on cost recovery and integration were adopted by the plenary and incorporated into the Village Banking paper to be published by UNIFEM,
- SC staff presented a paper, to be published in the Small Enterprise Journal, on Islamic Lending at a Conference on Islamic Practice and Microenterprise Lending sponsored by the Cranfield Institute and the Islamic Foundation,
- guided by the EO staff, SC's GGLS programs developed 10-year regional and country-specific strategic plans,
- field planning exercises culminated in an inter-departmental headquarters-wide strategic planning session for the Economic Opportunities sector, guided by SC's Executive Director,
- the EO Director participated in a World Bank mission to South Africa to advise the new government's advisory group on microenterprise policy,
- SC received a central Microenterprise Initiative Grant for its Jordan GGLS program,
- the Philippines rag producer subsectoral coalition, which was formed by Save the Children and serves low-income female microentrepreneurs, celebrated its first birthday with an event attended by government officials, representatives of its 9 member agencies and the press.
- preliminary indicators of cost recovery and cost-effectiveness, in great demand by AID for the field of nonfinancial services, have been developed for the subsectoral program,
- a paper, written by SC, on the Philippines subsectoral program was solicited for publication by Marty Chen for a soon-to-be published book on the subsectoral approach.

- SC's GGLS Manual, Women-Focused Microenterprise Networks Manual, Microenterprise Evaluation Manual, GGLS Case Study and manual GGLS information system are near completion.
- SC completed a draft GGLS MIS system and has developed specifications for an integrated loan tracking and accounting system for use by all GGLS field offices.

The Economic Opportunities Office has made significant progress in assisting field office programs to define a vision for their institutional growth and in further developing the necessary technical skills and management systems to develop these programs. In the first and second quarters of operation, the Office focused on strategic planning, both in the field and at headquarters, establishing goals, objectives and priorities and setting forth policies governing the direction of program initiatives.

During this matching grant year, particularly the last two quarters, attention was devoted to strengthening the field offices' management capacities and increasing outreach through the development of management information systems for data collection and reporting which measures program performance and financial sustainability. The matching grant this year has contributed to the development of a long-term vision for the sector, development of headquarters' management systems, institutional development of field offices, and the consolidation of programs.

The matching grant has proven critical in building the institutional capacity of the Economic Opportunities Office to expand SC's GGLS model to a significant scale. Through regional and international workshops this year, four new program offices have been added to the nine existing programs initiated since the beginning of the grant, thereby developing a worldwide network of women-focused microfinance programs. Staff exchanges have expanded and professionalized Save the Children staff worldwide who have begun to provide each other with technical assistance in partnership and institutional development, group formation and dynamics, and financial information systems.

The women-focused subsectoral development model developed under the grant and being piloted in the Philippines is proving viable and successful at addressing the constraints and opportunities for growth in women's microenterprise activities.

Plans for the next year will focus on facilitating the exchange of technical support, personnel and systems in order to secure an improvement in the scope, efficiency, and cost-recovery of existing programs and to develop national coverage models. The Economic Opportunities office will focus on standardization, documentation, and transfer of methods, building the capacity of field offices to scale-up their operations. With the completion of an impact evaluation manual and survey tools, EO programs will be able to establish baselines for their programs. In addition to its technical support, the office will continue to participate in policy discussions to ensure that economic approaches focus on the aspects of programs which most effectively improve the status of women and children.

GGLS in WCI Primary Countries

Each of the WCI core countries is currently implementing or supporting Group Guaranteed Lending programs for low-income women. Core countries are working in new and innovative ways developing different models of operations. The EO Office provided technical support, in the form of technical assistance or training, to each of the primary countries this year.

Bangladesh

SC-Bangladesh has continued its partnership with the Association for Social Advancement (ASA), a locally-based development NGO that is currently providing credit to 270,000 low-income female microentrepreneurs. The EO Office facilitated a training on sustainability for the Bangladesh FO EO staff, 8 senior staff from its partner, ASA, and representatives from each of the other South Asia and Tajikistan Field Offices. The training was used to solve partnership issues including how to expand coverage to even lower-income women and how to reach more remote areas. Save the Children's current partnership with ASA in Bangladesh has been broadened to a global partnership in which ASA has begun to provide technical assistance in the areas of financial management and program design to other Save the Children GGLS programs. Through the extension of this partnership, the Economic Opportunities office hopes to encourage South-to-South cooperation and to continue the development of local expertise among its field office staff.

Bolivia

The Bolivia field office has sought an alternative model to the traditional direct implementation model, acting as a feeder organization to a well known local NGO, PRODEM. Through this partnership, the model could develop into an innovative approach through which financial services are brought to isolated rural areas. The Bolivia field office is working out a plan by which PRODEM will pay them for the development of credit portfolios, enabling them to sustain their operations and move into new areas.

The Bolivia field office has added a strong social dimension to the formation and operation of its credit groups to ensure the necessary performance and continuity of operations. Outgrowths of this are reflected in the way that members see to the necessities of those in difficulty, on-lend their savings, and promote raffles for community emergencies.

In addition to its partnership with PRODEM, the Bolivia field office is contemplating the development of a research and dissemination component. As part of this effort, the program will attempt to develop innovative models to link appropriate health and education services to group lending and savings activities. The continuous evaluation of credit impact will allow the field office to assess whether credit activities are producing socioeconomic impact, and if so, how much and how it can be increased. Research will also concentrate on methodological adjustments such as savings liquidity and stagnation in borrowing which will lead to improved performance in reaching large numbers with effective and sustainable services.

Mali

In Kolondieba, Save the Children is utilizing its existing credit and savings program to provide services to low-income female microentrepreneurs. Through its partnership with the Union of Village Savings and Credit Committees (UCOVEC) the program is addressing gender lending imbalances by providing UCOVEC with the necessary technology and financial resources to serve female borrowers.

Save the Children/Mali's partnership with this indigenous institution will build on an existing structure with a proven track record, devising a model that builds on traditional self-help practice. By transferring GGLS technology to grassroots partner institutions, Save the Children expects UCOVEC and its newly created Women's Section to become an entirely autonomous self-financing institution providing equal access to credit to female

and male borrowers. The Mali program provides fertile ground to study the reasons why some local grassroots institutions become viable partners through which to implement economic programs.

Haiti

Save the Children Haiti uses its existing women's health groups to introduce group lending and savings programs. Subsets of the original groups come together to receive credit and savings services.

Based on an assessment of local needs, the field office has also incorporated an educational component, developing an integrated model which links health and education services to group lending and savings activities. The integrative approach is designed to address simultaneously what are perceived to be the key local constraints to improving women and child welfare. Through the integration of health and education interventions with group lending and savings, Save the Children expects program synergy to increase impact. The challenge for Save the Children Haiti is to clearly segregate the costs of providing financial services from the costs of other sectoral activities in order to assess the financial sustainability of its existing services.

Secondary Countries

Women-focused Economic Opportunity programs, developed under the WCI grant, are now implemented in nine secondary countries and in all major continents. Five of these programs (Jordan, Lebanon, West Bank/Gaza, Egypt, and Tajikistan) have grown beyond expectation and have now moved from the pilot stage to large-scale implementation. Through exposure to the concepts of partnership introduced to the field offices in WCI-funded workshops in May 1994, November 1995 and December 1995, many of these programs, most notably Jordan and Lebanon, have entered formal partnerships with local institutions to undertake direct program implementation. The Economic Opportunities Office's technical role now includes the development of the institutional capacity of local partnering institutions as a fundamental part of its strategy.

As the twelve GGLS primary and secondary programs expand, the Economic Opportunity office will act as a conduit of information on international best practices and will facilitate interchange between each of the country programs and regions, facilitating the exchange of ideas and the development of local practitioners through workshops, conferences and resource exchanges. While the GGLS methodology utilized by the economic opportunities sector has been standardized in many respects, each program requires technical support to address the specific challenges of their particular operational environments.

The secondary countries have developed innovative models to link appropriate health and educational services to their economic programs. Save the Children programs in Jordan, Lebanon and West Bank/Gaza have introduced key early childhood development concepts to clients during group lending and savings meetings. The aim is to ensure that children benefit rather than lose in the quality of care they receive, in addition to deriving physical benefits from their mothers' economic activities. The integrative approach is designed to address simultaneously what are perceived to be the key local constraints to child welfare through a few key interventions.

Save the Children Egypt's existing development programs are being used as the structure through which to implement economic programs. In other cases, like Save the Children Lebanon, the infrastructure established by the economic approaches is being used as an appropriate medium for communicating other development objectives. The Economic Opportunities office will continue to use these two models to expand its outreach among secondary countries.

Partnership with local institutions will also become a central part of the strategy because they provide the best mechanism for outreach and sustainability. The institutional development of local institutions will increase field office financial management and technical skills, allowing them to serve as apex institutions during initial stages and as technical advisors in later stages of program development and expansion.

Documentation and Policy Influence

Over the course of the last year, the Economic Opportunities Office has participated in a range of policy fora:

- During the village banking conference Save the Children presented a set of models of integration and cost recovery which were endorsed by all conference participants.
- The EO Director continues to actively participate in SEEP's Poverty Lending Working Group contributing to a multifaceted approach to microenterprise lending programs.
- The EO Specialist has joined the Financial Services Working Group which has produced a financial ratio framework for assessing the program health and sustainability.
- The Research and Evaluation Specialist is a leading member of SEEP's evaluation working group.
- As the Secretary of the SEEP Network's Board, the EO Director is assisting SEEP in strategic planning.
- The EO Director facilitated a meeting with the Poverty Lending Working Group and AID's Microenterprise Office to identify key research areas to be included in the follow-on to the GEMINI project.
- The EO Director participated in a World Bank mission to advise the new government of South Africa's Advisory Group on Microenterprise Policy.
- The EO Director and Research and Evaluation Specialist participated in AID Microenterprise Development Office meetings to develop a framework for assessing the impact of microenterprise development.
- Save the Children Pakistan presented a paper at an Islamic Lending conference in Cairo sponsored by the Cranfield Management Institute and the Islamic Foundation.

- Save the Children, with Seed Development Capital Fund, ATI, and Catholic Relief Services, has joined DevCap, a shared return mutual funds for socially conscious investors; half of the profits will provide on-going funding for its members' microenterprise programs.

Technical Support

The economic opportunities office continues to invest its resources in developing local staff and consultants to provide technical assistance to its network of global programs. In order to maximize the utilization of local, regional and international southern expertise, the Economic Opportunities office encourages staff from different field office programs to provide technical assistance to each other. During the course of this quarter, SC Lebanon has provided SC Jordan with technical assistance in the development of a detailed implementation plan, while SC Jordan staff have in turn shared their latest techniques in group promotion and dynamics. By coordinating field office-to-field office communication, the Economic Opportunities office expects to build a South-South network of GGLS practitioners and strengthen local technical capacity.

The Economic Opportunities office is formalizing its international technical assistance agreement with its Bangladeshi partner, the Association for Social Advancement (ASA). Through this partnership, ASA will provide technical assistance to Save the Children field offices worldwide. Currently two of ASA's staff are providing technical assistance in program design and financial management to programs in Pakistan and Tajikistan. Through this newly created partnership, the Economic Opportunities Office hopes to develop an innovative model of north-south and south-south collaboration.

During this quarter, the Economic Opportunities Office has finalized its Group Guaranteed Lending and Savings manual accounting systems, financial management reporting tools, and assessment and specifications for a computerized loan tracking system. During the course of the following quarter, the office will complete its methodological and evaluation manuals which are currently under development. All of these standardized tools will be part of a technical assistance package designed to improve program and administrative systems, allowing programs to move from start-up to national coverage while ensuring quality control and accountability.

Staffing

The Economic Opportunities Office has been staffed during this year by a three person team composed of a Director, Specialist, and Administrative Assistant. With all of its staff on board, the office has substantially improved its capability to provide support services to field offices, set strategic direction, guide SC influence in key EO policy networks, document SC's women-focused EO work and facilitate resource development for field programs.

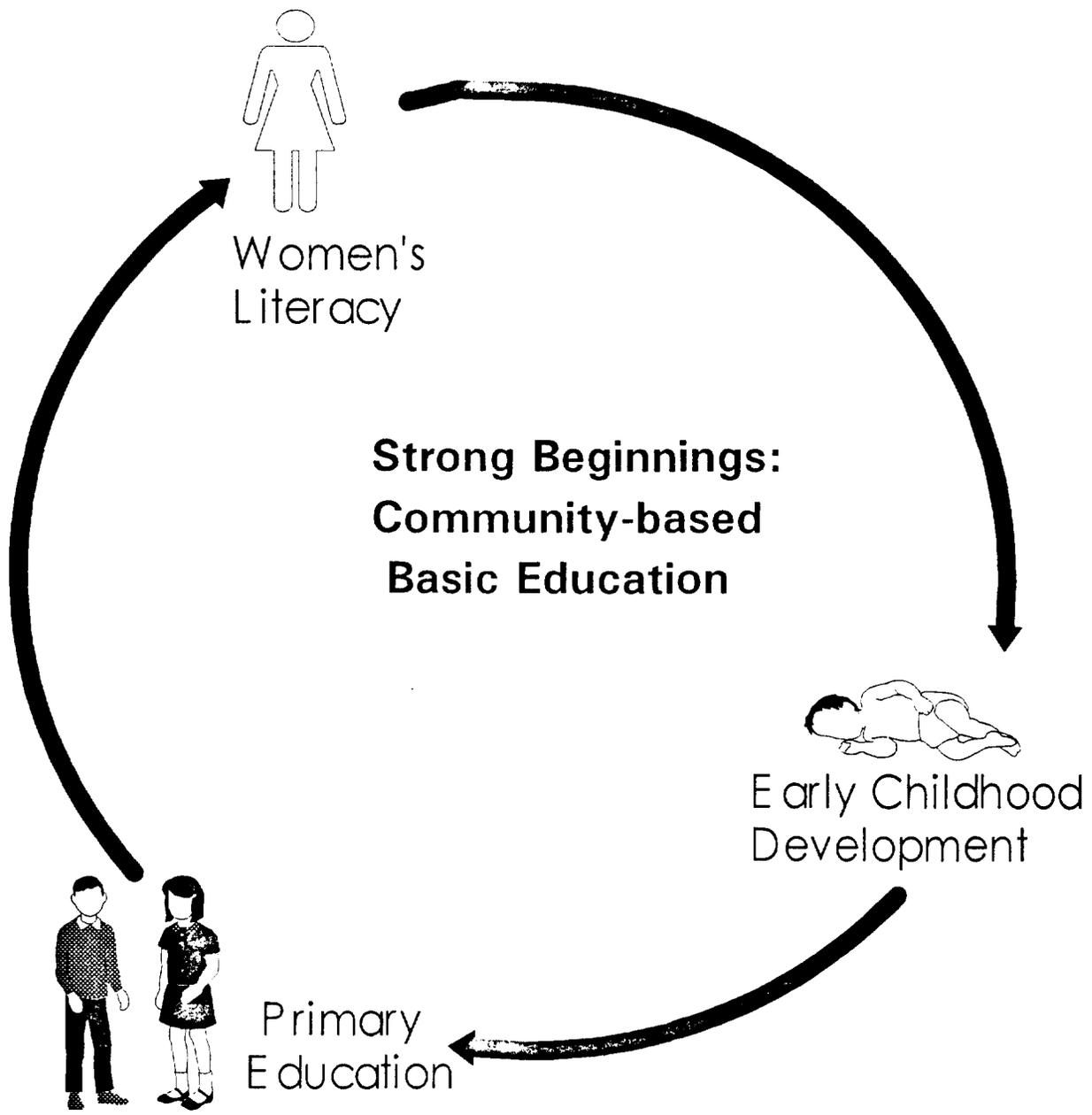
In addition to these three positions, Save the Children is currently recruiting another Economic Opportunities Specialist, building its capacity to provide better services to newly created programs. In addition, the office will be bringing on a part-time subsectoral development specialist based in the Philippines to further develop and promote this innovative approach.

EDUCATION

The world conference on Education for All in March 1990, defined a global commitment to expand basic education opportunities worldwide, especially for girls and women-- involving NGOs as key catalyst agencies. Among very few NGOs worldwide, SC took this challenge. SC established an Education Office within the Program Development Department in 1991 as a natural outgrowth of its history of community education and the next step in its own woman-focused, child-centered sectoral refinement under WCI. WCI support leveraged distinctive education sector planning and core funding for the initial four year period. Led by a distinguished specialist in the field of international child development and education, Dr. Fred Wood, the Education Office spent the last four years defining "STRONG BEGINNINGS", a global action research program in basic education and early childhood development. In 1995, as part of the overall effort to review WCI sectoral program progress, a review of the first four years of the "Strong Beginnings" program was undertaken. This report is available from the Education Office at Save the Children.

The goal of the "Strong Beginnings" action research program is to meet the essential learning needs of young children and their families, especially girls and women, without requiring further growth in education bureaucracies. In fifteen participating field office sites around the world, including the core WCI countries, SB sought to demonstrate to donors and national governments creative new approaches to community-based education based on a set of principles carefully derived from lessons of the last 25 years in the educational field. The program has also linked local action sites, local NGOs, national education reform initiatives, donor efforts, and international networks. SC has defined a role in the international scene as a key partner with UNICEF, UNESCO and USAID.

Over time, as participating communities, educational ministries and local staff have assimilated and adapted these principles in their local contexts, an unique educational model has emerged which is illustrated on the following page. The model incorporates community-based, low cost, nonformal approaches to Early Childhood Development, Primary Education and Women's Literacy in a cycle of mutually-reinforcing learning activities across the life span. In each participating site, local communities and staff have invented their own version of this model and linked it to economic and health activities under the WCI umbrella. These sites have been linked by the Education Office to national, regional and international networks of program exchange, funding and technical assistance.



During FY95, the Education Office and participating sites effected a transition from local experimentation and regional advocacy efforts with UNICEF to scaling up promising models to a larger scale in partnership with national governments and international agencies. The most notable example is Mali, one of the WCI core countries, where the new village schools model documented by UNESCO and USAID has now become a template for both national and regional replication in West Africa. In the other core WCI countries, the Strong Beginnings model has evolved as follows:

BANGLADESH: Creation and testing of a set of early childhood development messages for communication through women's savings groups; Child-to-child health and ECD activities

The cornerstone of the Bangladesh Field Office Education Strategy is the empowerment of caregivers through enhancing knowledge of and supportive skills for children's healthy development. This UNICEF-funded project seeks to blend universals of child development, such as the impact of caregiver speech upon the child's language and social development, with context-specific information on child rearing practices in Bangladesh. Located in rural Nasirnagar, the project builds on the awareness and attention already placed in Bengali culture on early childhood growth and development. Target beneficiaries include women enrolled in savings groups, unmarried adolescent girls, and young children.

SC works with parents, particularly mothers, in groups, seeking to enhance the link between parent and child, improve parental self-esteem, and develop skills, knowledge, and the ability to make the home a more educational environment. In addition, Child-to-child activities complement the women's savings groups' activities with a focus upon the child as communicator of information and behaviors supportive to the development of younger siblings and community children. Older children (7-11) who regularly play/work with young children thus reinforce the messages their mothers and sisters are learning as well as basic health behaviors. Save the Children also serves as the Secretariat for the Bangladesh Child-to-child Network and houses its national resource center.

Education Office Partnership Roles

Field visits have supported Bangladesh Field Office Education Strategy development as well as Child-to-child and ECD messages project implementation. The Education Office financed a study of Bangladeshi child rearing practices and facilitated the UNICEF funding for the ECD program.

FY 96 Steps

Assess replicability and outreach opportunities for ECD messages developed with UNICEF. In the long term, the education strategy is designed to address the learning environment beyond the home, by improving the effectiveness of rural schools as well as expanding learning opportunities for adolescent girls and adults. Clarify if/how Save the Children might partner in addressing primary school/adolescent girls' education challenges.

BOLIVIA: Women's literacy; community-based primary education; community mobilization for ECD

Women's literacy groups: Based upon the expressed needs of women living in remote Inquisivi, SC formed a partnership with the government literacy Agency in 1992 to provide teacher training and materials, while helping them refine their training program and approach. Over 60 teachers have received training and more than 250 women, aged 15-49 from 30 village groups have attended literacy classes. After completing the course, the groups progress on to collective "post-literacy" activities for reinforcement and application of the new skills, including small-scale credit and production activities.

Community-based primary schools: The typical Bolivian primary school with its formally taught grades 1-5, is not relevant or accessible to school-aged children living in Inquisivi. In 1992, SC and the Ministry of Education agreed to pilot test a new multi-grade non-formal style school in Proyecto de Educacion Multigrada (PEM). Students learn in multi-grade groups within the same school. The PEM curriculum, developed by the Ministry of Education with SC assistance, is more relevant to community life. The cost of school is reduced, and children and parents are motivated around school attendance. Over the last few years, SC staff have upgraded school sites, re-trained teachers, and introduced new and relevant materials and methods. Preliminary results of the pilot are positive. 53 schools are now operating, and over 70 teachers have been re-trained and are serving more than 1500 children ages 6-15, who would otherwise have been served by only a few distant provincial schools.

Community mobilization for ECD: In November 1993, SC organized an interagency working group to discuss ways to apply lessons learned in community needs assessment and mobilization in the field of ECD. The group meets regularly and offers insights and recommendations to several government ECD schemes. It is also developing a guide for community assessment of child development needs.

Education Office Partnership Roles To date, Education Office support has included: a field visit and follow up from HO to support design and strategy development and assist in the drafting of proposals. Provision of materials and information, staff training/coaching as well as dialogue with the World Bank has been ongoing. In 1993, the Education Office supported the coordination and facilitation of a regional workshop, and has made efforts to link this work to international education stakeholders through conference participation and program presentation. Financial support was provided via the facilitation of a one-time, informal gift w/ no strings attached for **Strong Beginnings** in Bolivia from Salomon Brothers staff.

FY 96 Steps Continue discussion of partnership with government in the national, World Bank-supported program which supports ECD in the form of a national urban network of NGO-run neighborhood child development homes; design a multi-faceted education program in rural Tapacari, incorporating collaboration with both PARI (Programa de Aprendizaje por Radio Interactivo), and government, as in Cochabamba; support efforts to integrate ECD into education sector.

HAITI: Adult non-formal education, family literacy; primary education awareness

Adult non-formal education/family literacy: The adult non-formal education/literacy program is a 12 month cycle, divided equally into 6 month parts. The local language training covers such basic areas as reading, writing, and arithmetic and builds on 200 organized women's health groups in rural villages of Maissade. A recent evaluation of a 6 month literacy cycle for women (September 1994 through March 1995) and the completion of a 12 month literacy cycle for men revealed that just over three-quarters of the participants successfully completed the training:

<i>Literacy Cycle</i>	<i>Women (%)</i>	<i>Men (%)</i>
passed the final exam	644 (75.9%)	140 (74.5%)
failed the final exam	47 (5.5%)	8 (4.3%)
did not participate in this evaluation	34 (4.0%)	40 (21.3%)
did not complete literacy cycle	124 (14.6%)	not available
TOTAL	849	188

In May 1995 the women will begin the second 6 month training. SC further supports local women's groups by enhancing group leaders' skills and ability to be representatives to a regional federation of women's groups that advocates for better women's policy and law.

Primary education enrichment: SC has organized a network of NGOs supporting local area primary schools. This network promotes curriculum enrichment, and the upgrading of teacher skills and general quality. SC activities include in-service teacher training, organizing student's clubs, and support to community construction of new classrooms to increase school enrollment. A four member training/supervisory team divides responsibility for groups of schools by area and each visits every school twice in a month. SC staff helps teachers hone their skills via direct classroom intervention and supportive discussion. The teachers view these visits as helpful and collegial and a departure from the traditional government inspector approach. They report delight in seeing the results of their new found skills in the progress of their students.

Education Office Partnership Roles Education Office involvement has included: field visits for design and strategy development support; on site and ongoing support for drafting proposals; information and materials provision and connections to technical resources. The Education Office facilitated initiative funding (from WCI) and in 1993, it coordinated and facilitated a regional workshop. Staff coaching/training, dialogue with donors and assistance in funding/policy formation in DC and HO has been ongoing.

FY 96 Steps Explore new education activities such as: non-formal, culture-based early childhood stimulation and alternative basic education for out-of-school youth; increase the capacity of the women's clubs to function with more independence and with less support from SC personnel; and continue to pursue funding options for child development component, which would expand awareness and skills in child development by training members of the 200 women's clubs and other women using the 12 lesson UNICEF child development course entitled "Connaissance Fami".

Strong Beginnings has leveraged significant national and international impact on basic education and early childhood development policy and practice, and has defined a pattern of community-level educational activities which reinforce parallel economic and health interventions under the WCI umbrella. The SB approach is identified as one of the most practical examples worldwide of innovation in the realm of girls' and women's education, which USAID has identified as one of its key sectoral priorities. The program enters its second phase with strong support within SC and among a wide network of technical and donor partner agencies.

Regional Resource Sharing

Regional resource sharing funds are seed monies set aside for the development of innovative programming in core and non-core countries. Projects funded are consistent with Save the Children's program principles and are used to help field offices become more women- and child-focused, integrative, and sustainable. Emphasis in funding is also placed on staff ability to leverage additional funds, expand programs, and influence policy.

Since WCI began, RRS funds have been distributed to 28 countries and regions. In addition, more than 50 projects and programs have been funded. Projects funded in FY95 include:

Home Office/Mali: GGLS Workshop

WCI RRS funds supported a workshop in Bamako, December 1994, which addressed the need to make a transition from "traditional" Save the Children credit and savings approaches to emphasis on scale, financial viability, and lending to women and the poor.

Lebanon: GGLS Baseline Survey

The purpose of this study is to establish a baseline of information about Group Guarantee Lending and Savings (GGLS) participants and non-participants in 3 distinct areas: Palestinian refugee camps and urban and rural settings. A follow-up to this study of 504 women and their children will take place in 1 to 1 1/2 years. Univariate and multivariate statistical analysis will be used to determine how GGLS programs contribute to women's decision-making power; improve women's control over resources; enhance women's roles in community groups; positively or negatively affect boys' and girls' attendance at school; influence children's morbidity; and contribute to the success of the microenterprise.

Bolivia: Development of Post-Literacy Materials

Funds were used to develop materials for post-literacy programs for women.

Sudan: Evaluation and Documentation of the Impact of Save the Children in the Showak Impact Area

A full-scale phase-out of Save the Children's Showak Impact Area office was scheduled for FY 95. RRS funds helped the field office evaluate and document the work that had been done during the previous 8 years. The evaluation identified strengths and weaknesses, assessing whether or not the needs of women and children had been successfully met, measuring women's empowerment, and documenting lessons learned. In addition, a phase-over handbook was developed and used as a reference by government and non-government organizations.

Nepal: Productivity Sector Impact Study - Ghorka District

RRS funds supported the continuation of the impact study that began in FY94. The aim was to assess the savings and credit status (capacity and actual level of active participation) of the Women's Groups established, to examine alternative financial and credit possibilities, and to assess the quality of existing productivity activities.

Philippines: Partnership for Subsector Development

Women micro-entrepreneurs in 8 poor urban communities in metro Manila make products from factory waste. This program targeted 500 producers in the "recycled fabric subsector". Through WCI funding, Save the Children/Philippines made progress in key aspects of the program, including institutional development, coalition building and expansion, advocacy, leveraging resources, and documentation.

Jordan: Early Childhood Development Initiative

WCI RRS funds supported the travel of the program manager (who was also the former ECD manager) to the GGLS workshop that took place in Mali. The Jordan and Lebanon program manager also visited the Bangladesh field office to learn from its integrated approach to credit and ECD. In addition, the team visited Grameen Bank, ASA, and BRAC. Based on what was learned from Bangladesh, the Jordan and Lebanon field offices began developing the Child and Community Integrated Development model that integrates ECD and other programs with GGLS.

Egypt: Post-International Conference on Population and Development Brochure

Following the conference, the field office prepared a briefing booklet on the ICPD. The brochure contains conference highlights for women who did not participate. Contents include the history of ICPD, introduction to "development", population facts pertaining to Egypt, the Middle East, and the world, and reasons why women are critical to development.

Home Office/Education: Cyprus Workshop: "Partnership for a Better Childhood"

RRS funds provided partial supported to a workshop which took place December 2-6, 1994 on Cyprus. Government policy-makers, local and international NGOs, UNICEF

staff, and Save the Children met to coordinate Early Childhood Development (ECD) efforts in the Middle East and extend the Save the Children/UNICEF partnership which promotes policy impact of community-based ECD programs.

*Home Office/Economic Opportunities: GGLS Study Tour
and International Village Banking Conference in Guatemala*

This workshop was held November 10-20, 1994. WCI funded travel for Save the Children's Program Managers and Credit Program Managers from Pakistan, West Bank/Gaza, Lebanon, and Ethiopia. The participants met to learn how to better reach women with an empowering GGLS approach, and discuss with Save the Children peers the challenges of multi-sectoral integration and partnerships. WCI RRS funds were also used to fund the travel of the home office economic opportunity specialist to Working Capital, a non-profit program that increases the income and success of the self-employed through loans, business training, and mutual support.

The Gambia: Extending the Kabilo Approach to Girls' Education

Throughout the Gambia, literacy rates for women are behind those of men. Factors contributing to low literacy levels among women include economic, cultural, and religious constraints. Save the Children aims to work with two communities (Salikenni and Illiassa) to breakdown some of these cultural barriers and provide more girls with the opportunity to reach their potential by increasing awareness among parents of the importance of girls' education, and increasing the proportion of girls in the two Pilot Primary schools from 25% to 33% in the first year.

El Salvador: Subsector Analysis in San Martin Impact Area

Through the assistance of Alexandra Overy of Save the Children's Philippines office, the El Salvador field office conducted an analysis of the environment of the San Martin Impact Area to determine whether or not a subsector could be identified which focuses on women and represents a high potential level of activity. Results from the analysis indicate that the costs of pursuing a full-scale project did not justify the benefits. However, there are several possibilities for limited action which would enable the microentrepreneurs in San Martin to increase their incomes at a relatively low cost. These are elaborated upon in the final RRS report.

*Thailand: Enhancing the Capacity of the Thailand Field Office
to Strengthen Village Subcommittees on Women's Affairs*

The Thailand Field Office established a team consisting of one consultant, senior program staff, and Phaisali field staff to develop the capacity of its sustainable agriculture/natural resource management (SA/NRM) activities in order to empower rural women by implementing more gender-sensitive programming at the village and organizational levels. Through gender analysis of SA/NRM activities, the field office was able to increase awareness of SC staff and villagers about the importance of women's participation in home and SA/NRM activities.

South and Central Asia Area: Group Guarantee Lending and Savings Workshop

Save the Children staff from throughout the area came to Bangladesh to more closely examine and learn from the Bangladesh field office's partnership with ASA (Association for Social Advancement). Numerous senior staff from ASA participated in the workshop. In addition, staff from offices in the region were able to visit ASA field sites. The workshop focused on operational and programmatic issues associated with delivering credit to resource-poor women.

Pakistan/Afghanistan: Non-formal Education and Literacy for Rural Afghan Women

The NFE/L for rural Afghan women project initiated a support system for the female literacy program of the Ministry of Education of Balkh province, northern Afghanistan. Through WCI funds, the Pakistan/Afghanistan field office education officer and consultant introduced innovative training in non-formal education for all supervisors and many of the teachers of the government's literacy department. They also worked with three supervisors to develop a participatory appraisal tool for gathering information about the potential participants' activities. Based on the data collected, the PAFO team developed low cost, relevant materials for pilot testing by the Ministry of Education NFE/L resource team.

Egypt: Rural Egyptian Women--Organizing for Change

This video documents the experience of rural women's groups and shows how local women, community leaders, and government officials can unite and initiate community development activities. Through this documentation, the Egypt field office aims to bridge the gap between poor women and the elite and to help poor women come together to organize.

VI. FINANCIAL REPORT

1. Attached are budget versus actual expenditures chart and a matching grant expenses versus match for years 1, 2, and 3 and for years 4 and 5 projected.

The budget versus Actual expenditures indicated actual expenses for years 1, 2, 3, and preliminary expenses through September 30, 1995. Once Save the Children's financial statements for the month of September 1995 are closed, we will submit an official report to USAID.

2. To date, USAID has obligated \$5,000,000 to Save the Children by means of letter of credit which completes funding for the total amount of the grant. Save the Children does not anticipate cost overruns. Save the Children draws funds monthly to cover all USAID, FRLC grants cumulatively. Save the Children reports status of drawdowns (cash on hand) monthly to USAID on SF-272 in timely manner.
3. Matching grant is complemented by Save the Children cost-sharing fund, by other USAID funds, and by various non-USAID sources of funding.
4. Save the Children does not anticipate problems meeting the agreed cost-share on the life of the grant. See the following Matching Grant Expenses versus Match chart for years 1, 2, and 3, year 4 preliminary and year 5 projected.

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

MATCHING GRANT EXPENSES VS. MATCH: YEARS 1,2, AND 3 ACTUAL, YEARS 4 -5 PROJECTED

	TOTAL DIRECT COSTS	TOTAL INDIRECT COSTS	GRAND TOTAL
10/01/91-09/30/92			
YEAR 1 MG MATCH	958,200	0	958,200
YEAR 1 MG EXPENSES	597,152	110,622	707,774
10/01/92-09/30/93			
YEAR 2 MG MATCH	893,135	0	893,135
YEAR 2 MG EXPENSES	695,322	132,787	828,109
10/01/93-09/30/94			
YEAR 3 MG MATCH	888,892	0	888,892
YEAR 3 MG EXPENSES	617,128	125,491	742,619
10/01/94-09/30/95			
YEAR 4 PRELIMINARY MG MATCH	975,226	0	975,226
YEAR 4 PRELIMINARY EXPENSES	923,041	169,587	1,092,628
10/01/95-09/30/96			
YEAR 5 PROJECTED MG MATCH	1,284,547	0	1,284,547
YEAR 5 PROJECTED MG EXPENSES	1,323,632	305,237	1,628,869
TOTAL LIFE OF PROJECT MG MATCH	5,000,000	0	5,000,000
TOTAL LIFE OF PROJECT MG EXPENSES	4,156,276	843,724	5,000,000

SAVE THE CHILDREN FEDERATION, INC.
AID MATCHING GRANT COOPERATIVE AGREEMENT
No. PDC-0158-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 5 Yr AID BUDGET
	AID ACTUAL	AID ACTUAL *	AID ACTUAL	AID ACTUAL**	AID BUDGET	AID BUDGET	
Program Costs							
Salaries/Fringe	362,267	374,038	284,110	320,846	498,147	441,645	1,960,207
Travel	119,294	205,196	126,607	369,101	420,662	262,929	1,134,688
Sub-Projects	1,846	27,896	21,714	338	14,590	7,697	73,743
Other	(824)	(608)	(732)	181	7,864	11,441	17,141
Subtotal	482,583	606,522	431,699	690,466	941,263	723,712	3,185,779
Procurement							
Supplies	7,966	18,694	27,521	15,434	74,044	42,121	170,346
Services	1,307	8,137	22,241	5,278	25,276	7,121	64,082
Equipment	0	0	0	0	0	0	0
Subtotal	9,273	26,831	49,762	20,712	99,320	49,242	234,428
Evaluation							
Salaries/Fringe	74,390	50,425	111,216	85,578	105,981	94,281	436,293
Travel	29,418	8,887	22,577	40,012	43,181	46,607	150,670
Other	1,489	2,657	1,874	86,273	95,356	47,729	149,105
Subtotal	105,297	61,969	135,667	211,863	244,518	188,617	736,068
TOTAL DIRECT COSTS	597,153	695,322	617,128	923,041	1,285,101	961,571	4,156,276
INDIRECT COSTS	110,622	132,787	125,491	169,587	277,728	197,096	843,724
GRAND TOTAL	707,774	828,109	742,619	1,092,628	1,562,829	1,158,667	5,000,000

* Included in Year 2 are the increase to the 20.30% ICR effective 10/1/90 and Bangladesh Year 2 revised budget.

** AID actuals for Year 4 are not yet official.

LESSONS LEARNED AND LONG TERM PROJECT IMPLICATIONS

During the fourth year of the program, the following lessons were learned:

Program Direction

WCI's ongoing role in organizational strategic planning, program integration, and mutual reinforcement of sectors is critical to developing clear program cohesion.

Training

Gender analysis training teams require systematic and regular follow-up from Headquarters during the first two years.

Additional training is required to understand how gender links to scale, sustainability, and impact, and how principles may be used more directly as the standard for all program planning, especially in establishing strategic program priorities. While the Program Exchange Conference--held in Nepal--contributed considerably to agency-wide understanding of the principles, additional training will be needed to strengthen this understanding and ensure that staff are able to apply this understanding to programs.

Training systems must be supported by and linked to organizational program planning systems so that training is more directly applied to programming.

Training systems are required to track those who are trained for two reasons: 1) to determine how trainers have applied the training; and 2) to serve as resources for capacity building of local NGOs and the broader SC community.

Impact Assessment

The selection of "WCI indicators" requires careful thinking which goes beyond traditional sector indicators to include measures of program sustainability, scale, gender-focus, and impact.

Through partnerships with local research institutes, Save the Children has been able to produce a number of statistically rigorous impact studies which shed light on Save the Children's core principles. In the future, additional funding from a variety of sources will be needed to ensure that programs are systematically evaluated and that staff capacity in action research is strengthened.

ProMIS will be most effective when it integrates a few key indicators from several sectors, including gender and reproductive health. This strengthened system can then provide the basis for additional impact studies.

Documentation

Much greater documentation of different types is required to communicate successful models and lessons learned to the development community. If Save the Children is to influence policy based on its own programming experiences, the organization will need to rely upon a variety of approaches to documentation in addition to working and occasional papers.

Regional Resource Funds

These have been most critical and best leveraged to expand interest and understanding of woman-child impact within Save the Children.

VIII. RECOMMENDATIONS

Greater clarity is needed about WCI's role in supporting mutual reinforcement, program focus, and in supporting overall program cohesion.

Training systems need to be further developed; core country training cycles need to be extended so that they influence an organization-wide training strategy to achieve cost effective training, strengthened local capacity, and sustainable programs.

The identification of appropriate WCI indicators and their incorporation into ProMIS2 will need continued support.

Documentation of large scale, sustainable program models in core countries and other SC country/regional programs needs to be strengthened.

Regional resource strategies need to be refined to continue the promotion of innovations that support woman-child impact.

IX. ATTACHMENTS

1. Country Data Sheets
2. List of Grants
3. Original Logical Framework
4. List of Documents Produced
5. Sample Documents' Covers/Abstracts

PVO PROJECT REPORTING INFORMATION
ON AID SUPPORTED PVO PROJECTS

OMB No. 0412-0630
Expiration Date: 03/31/83

Attachment 1

FOR OFFICIAL USE ONLY.

Type	Project Number	
Proprietary	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) 3/29/91	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

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:

- Presentation of WCI program and plans to the Board of Directors
- Review and update of SC's key program principles. Active role in refinement of SC's Strategic Plan.
- Development of Program Handbook laying out SC's program guidelines for use by staff worldwide.
- Family and Community Empowerment Systems training of trainers for 8 mixed sex teams, with multiple sector expertise in each of SC's 8 sub-regions. Initial monitoring of effectiveness of training strategy and content.
- 7 trainings and 5 regional conferences.
- Publication of *Gender Relations Analysis: A Guide for Trainers*, providing tools for integrating gender into programming and understanding linkages between gender and sustainable development.
- Improved *Program Exchange*; completion of 8 of 10 working papers (4 this year); and 5 monographs (4 required; 3 this year).
- Major impact studies in all core countries using action research.
- Extended influence in national and international development fora.

COUNTRY INFORMATION (SECONDARY)

Country Home Office	Location in Country (Region, District, Village)
PVO Representative's Name James Kunder, VP Program Development	Local Counterpart/Host Country Agency

COUNTRY FUNDING INFORMATION (\$000)

YEAR	1992	1993	1994	1995	1996
AID \$	465,063	417,719	617,130	1,285,100	1,351,265
PVO \$	465,063	417,719	617,130	1,285,100	1,351,265
INKIND					
LOCAL					

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PVO PROJECT REPORTING INFORMATION
ON AID SUPPORTED PVO PROJECTS

OMB No. 0412-0630
Expiration Date: 03/31/83

Attachment 1

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

- Development of an annual training calendar.
- Institutionalization of a standard format for training design and session planning.
- Development of training modules for communities, women's savings groups, development promoters and SC staff.
- Expansion of family planning activities.
- Strengthened capacity to carry out action research.
- Scale up of credit programs through ASA and action research to assess the model.

COUNTRY INFORMATION (SECONDARY)

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

COUNTRY FUNDING INFORMATION (\$000)

YEAR	1992	1993	1994	1995	1996
AID \$	8,250	51,337	91,173	91,817	81,821
PVO \$	8,250	51,337	91,173	91,817	81,821
INKIND					
LOCAL					

PVO PROJECT REPORTING INFORMATION
ON AID SUPPORTED PVO PROJECTS

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

Attachment I

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 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.

Status

- Implementation of all recommendations of mid-term evaluation.
- Greater emphasis on post-literacy with a gender and organizational focus.
- On-going support to Secretary of Education in teacher training.
- Restructuring and expansion of credit program.
- Impact study on the effect of integrated program on gender and health.

COUNTRY INFORMATION (SECONDARY)

Country Bolivia	Location in Country (Region, District, Village) Inquisivi Province 180 communities
PVO Representative's Name Rick Embry, Director	Local Counterpart/Host Country Agency

COUNTRY FUNDING INFORMATION (\$000)

YEAR	1992	1993	1994	1995	1996
AID \$	40,419	72,555	98,428	74,890	80,568
PVO \$	40,419	72,555	98,428	74,890	80,568
IN KIND					
LOCAL					

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PVO PROJECT REPORTING INFORMATION
ON AID SUPPORTED PVO PROJECTS

OMB No. 0412-0630
Expiration Date: 02/21/83

Attachment 1

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

Status

- Increased technical assistance to improve agricultural production, literacy, access to credit, and community-wide knowledge.
- Sensitization of male SC project staff to women's empowerment issues.
- Installation of ProMIS2.
- Initiation of action research which compares the health practices of women who participate in multi-sectoral services to those who do not.
- Incorporation of results from mid-term evaluation into FY95 and 96 annual plans.

COUNTRY INFORMATION (SECONDARY)

Country Haiti	Location in Country (Region, District, Village) Maissade Commune, 38 communities
PVO Representative's Name Franz Herder, Director	Local Counterpart/Host Country Agency

COUNTRY FUNDING INFORMATION (\$000)

YEAR	1992	1993	1994	1995	1996
AID \$	28,720	86,826	99,269	75,664	77,073
PVO \$	28,720	86,826	99,269	75,664	77,073
INKIND					
LOCAL					

PVO PROJECT REPORTING INFORMATION
ON AID SUPPORTED PVO PROJECTS

OMB No. 0417-0600
Expiration Date: 03/31/88

Attachment 1

FOR OFFICIAL USE ONLY-

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) 3/29/91	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 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.

Status:

- Increased staff understanding of gender and development.
- Greater national policy influence, especially in relation to children and education.
- Naming of new WCI coordinator; reorganization of WCI within the field office.
- Initiation of impact study on village schools, psychosocial development, gender, and health.
- Increased access to credit for women.

COUNTRY INFORMATION (SECONDARY)

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

COUNTRY FUNDING INFORMATION (\$000)

YEAR	1992	1993	1994	1995	1996
AID \$	54,698	66,887	67,952	96,518	77,537
PVO \$	54,698	66,887	67,952	96,518	77,537
INKIND					
LOCAL					

88

PVO PROJECT REPORTING INFORMATION
ON AID SUPPORTED PVO PROJECTS

OMB No 0412-0630
Expiration Date: 03/31/89
Attachment 1

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 programming around WCI principles, including a focus on women and children and to examine and learn from practical experiences in the transition between relief and sustainable development.

Status

- became new WCI core country in July
- began program assessment for gender sensitivity
- initiated gender relations analysis training for all staff to be conducted in November

COUNTRY INFORMATION (SECONDARY)

Country Mozambique	Location in Country (Region, District, Village) Gaza Province
PVO Representative's Name Justin Opoku, Director	Local Counterpart/Host Country Agency

COUNTRY FUNDING INFORMATION (\$000)

YEAR	1992	1993	1994	1995	1996
AID \$	0	0	0	10,000	50,000
PVO \$	0	0	0	10,000	50,000
IN KIND					
LOCAL					

89

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

Save the Children
Woman Child Impact Program

SAVE THE CHILDREN CONTRACT/GRANT HIGHLIGHTS (June 15, 1995)					
Client	Country	Time Period	Contract Number	Contact	Relevant Activities
			Value		
USAID	Bangladesh Burkina Faso Mali Nepal	9/92-3/96	FAO-0500-A-00-2034-00 US \$ 2,997,805	Jean Capps Child Survival Project Officer, AID Bureau for FHA/PVC/CS/H 7th Floor, SA-8 Washington, DC 20523-0804 Tel: (703) 351-0213	> empowerment of families > sustainability of CS activities through integration with a broad range of nonformal education activities > local institution capacity building > maternal and adolescent health to reduce infant and child mortality
USAID	Cameroon Honduras Malawi	9/93 - 9/96	FAO-0500-A-00-3026-00 US \$ 2,158,041	Jean Capps Child Survival Project Officer, AID Bureau for FHA/PVC/CS/H 7th Floor, SA-8 Washington, DC 20523-0804 Tel: (703) 351-0213	> sustained reduction of morbidity and mortality of infants and children and women of child-bearing age > strengthening community groups, training families in child protective behaviors, strengthening public health services, promoting access and use of services, empowering families to address health & education needs
USAID	Haiti	8/88 - 9/93	OTR 0284-A-00-8254-00 US \$ 536,247	Jean Capps Child Survival Project Officer, AID Bureau for FHA/PVC/CS/H 7th Floor, SA-8 Washington, DC 20523-0804 Tel: (703) 351-0213	> provide Vit. A capsules and education to a pre-selected target population in Haiti > funding for both Haiti project activities and home office support
ODA	West Bank/ Gaza	10/92 - 9/94	ODA 1 - 8 US \$ 2,322,463	Frances Moore RAME London Tel: 071-703 5400 Irene Gobb W/N Africa and Mediterranean Eland House, Stag Place London SW1E 5DH	> primary health care > women in development > small scale enterprise for community groups > small scale sewage treatment and re-use > drinking water development > loan programs > refugee camp sanitation
Dutch Government	West Bank/ Gaza	6/94 - 6/96	US \$ 2,767,352	Mr. Ron Muyzert Royal Netherlands Embassy 18, Hasen Sabri Street Zamalek, Cairo Egypt Tel: 340 1936	> environmental health education > refugee camp sanitation > small sewage treatment > drinking water > crop diversification > agricultural water development
Dutch ICCO	West Bank/ Gaza	10/90 - 9/93	US \$ 482,989	Mr. Cees Oskam, General Director Mr. Sjoerd van Schounveld P.O. Box 151 3700 AD Zeist The Netherlands	> Revolving Loan Fund for small farmers and small-scale enterprises (SSEs) > technical assistance, training and organizational development for communities > monitoring, evaluation and reporting
John Snow, Inc MotherCare Subcontract	Bangladesh Bolivia	4/89 - 9/93	DPE-5966-Z-008083-Z US \$ 617,354	Marge Koblinsky MotherCare Project Director John Snow, Inc. 161 North Fort Meyer Drive Arlington, VA 2209 Tel: (703) 528-7480	> organize women's groups as a forum to discuss maternal health issues of pregnancy, labor and delivery, and the postpartum period and to identify risk factors > test methodologies and service linkages for reaching women at high risk and to develop educational mat'ls relating to pregnancy to increase maternal support
EEC	West Bank/ Gaza	10/93-10/96	66954 US \$ 402,500	Thomas Dupla del Moral Commission of European Communities Rue de la Loi 200 B-1049 Brussels, Belgium OR: PO Box 22207 Mount of Olives, Jerusalem Tel: 972 2 281617	> raise awareness and increase involvement of parents, families and communities in developing services > training of trainers, administrators and staff in organizations working with young children > enrich community based/managed children's programs > maximize existing expertise in various fields of education, health and community work

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SAVE THE CHILDREN CONTRACT/GRANT HIGHLIGHTS (June 15, 1995)

Client	Country	Time Period	Contract Number	Contact	Relevant Activities
			Value		
USAID	HQ, Mali, Haiti Bangladesh, Bolivia	10/1/91 - 9/30/96	PDC-0158-A-00-1058 US \$ 5,000,000	Sallie Jones Matching Grant Division USAID Washington, D.C. Tel: 703-351-0191	> Women-Child Impact Partnership Grant to provide strategic planning, support and evaluation to model field offices
USAID	Somalia	1/31/94 - 1/31/95	AAOT-1032-G-00-4038 US \$ 829,483	Valerie Newsom Project Officer OFDA Washington, D.C. Tel: 202-647-7482	> Provide primary health care to women and children
McKnight Foundation	Vietnam	10/1/94 - 9/30/96	N/A US \$ 120,000	The McKnight Foundation New York, NY	> Provide nutrition demonstration training
USAID	Azerbaijan Armenia Georgia	8/93 - 9/95	CCN-0001-A-00-3132-04 US \$35,146,500	Fred Winch, Project Officer USAID/Yerevan 10 Aigedzor Street Yerevan, Armenia Tel: 7-8852-151-955	> subcontracts to US and local PVOs in Azerbaijan, Armenia and Georgia > establish data collection and analysis systems as clearing house for regional information > provide management systems, development and training to increase capacity of PVOs
USAID	Mali	9/93 - 9/99	688-0247-G-3442-00 US \$1,499,802	Charles W. Johnson Grant Officer USAID/Mali Bamako, Mali	> information, education, communication component and social marketing component > training of service providers and health educators > sale and distribution of contraceptive devices > all activities implemented through local PVOs
USAID	Bolivia Honduras Nepal	8/87 - 1/93	OTR-0535-A-00-7215-00 US \$ 1,850,000	Jean Capps Child Survival Project Officer, AID Bureau for FHA/PVC/CS/H 7th Floor, SA-8 Washington, DC 20523-0804 Tel: (703) 351-0213	> enhance SC's commitment to Child Survival > improve the health conditions among the most vulnerable population groups by reducing mortality and morbidity of women of childbearing age and children under five through an integrated set of child survival interventions
USAID	Bangladesh Mali Zimbabwe	9/88 - 3/93	PDC 0502-A-00-5095-00 US \$ 2,742,697	Jean Capps Child Survival Project Officer, AID Bureau for FHA/PVC/CS/H 7th Floor, SA-8 Washington, DC 20523-0804 Tel: (703) 351-0213	> initiate and enhance previously established program activities in Bangladesh and Zimbabwe and establish a new program in Mali, helping to protect the health and survival of children through family and community training.
USAID	Bolivia Burkina Faso Indonesia Malawi Sudan	9/89 - 8/95	OTR 0500-A-00-9149-00 US \$ 4,130,000	Jean Capps Child Survival Project Officer, AID Bureau for FHA/PVC/CS/H 7th Floor, SA-8 Washington, DC 20523-0804 Tel: (703) 351-0213	> reduce infant and child mortality in Bolivia, Burkina Faso, Indonesia, Malawi and Sudan > develop a computerized management information system > create health and management manuals and document program impact
USAID	Nepal	9/91 - 9/94	PDC 0500-G-00-1077-00 US \$ 666,350	Jean Capps Child Survival Project Officer, AID Bureau for FHA/PVC/CS/H 7th Floor, SA-8 Washington, DC 20523-0804 Tel: (703) 351-0213	> reduce infant and child mortality in Itaka 4 and 5 of Siraha District in Nepal through strengthening the Ministry of Health system and mobilizing community > emphasize role of female CHVs and mothers groups > interventions: Diarrheal Disease Mgmt, Immunization Nutrition, Maternal Health, Literacy, ARI, Health Ed

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SAVE THE CHILDREN CONTRACT/GRANT HIGHLIGHTS (June 15, 1995)

Client	Country	Time Period	Contract Number	Contact	Relevant Activities
			Value		
UNICEF	Jordan	4/92 - 7/94	MENA 92/021 US \$ 71,339	N. Fisher/DRD Area Representative V. Muthuswami/Chief of Operations UNICEF/Jordan Programme	> support Child Survival program
UNICEF	West Bank/ Gaza	9/93 - 2/94	US \$ 62,000	Chris Smith UNICEF Programme Coordinator P.O. Box 25141 Shu'fat, East Jerusalem	> increase community interaction and awareness in the area of early childhood education and development > promote a policy of integration > provide training for coordinators, supervisors and teachers in early childhood development/education > upgrade human and physical resources in childhood development/education, emphasizing youth activities
NCNW/UMI	Egypt	1/93 - 9/95	2017-SG-001 US \$ 807,387	Addison E. Richmond, Jr. Executive Director NCNW Egypt PVO Development Project 9 Rostom Street, Apartment 35 Garden City, Cairo, Egypt	> establish mechanisms to empower community-based groups of women to conduct activities that will lead to the empowerment of their lives and the lives of their families and communities > focusing on community health educators
WHO	Burkina Faso	11/92-12/93	A20/372/5 BFA US \$ 20,000	Tina Wiseman Partnership Program Officer World Health Organization/Geneva 20 Avenue Appia CH-1211 Geneva 27, Switzerland Tel: (41) 7914750	> identify risk factors associated with HIV infection sexual contact among married women living in 23 villages of Dori district > develop preventive strategies and messages for project interventions
MORIAH	Bolivia	11/94-12/95	US\$40,000	Mary Ann Stein, President The Moriah Fund 35 Wisconsin Circle, Suite 520 Chevy Chase, MD 20815	> Family Planning
Dept. of HHS	Child Care Support Center	10/94-9/95	SMCJ-133425-02 US\$99,723	Ms. Arlethia Dawson Maternal and Child Health Bur. Denise Sofka, R.D., M.P.H. Infant and Child Health Branch Div. of Maternal, Infant, Child and Adolescent Health Parklawn Building, Room 18, 18a-12-39 5600 Fishers Lane Rockville, Maryland 20857	> Maternal and child health
FHI	Nepal	2/95-8/95	HRN-5972-Q-00-4002 US\$28,195	Joy Pollack, Project Manager AIDSCAP Department 2101 Wilson Boulevard, Suite 700 Arlington, VA 22201	> Nepal HIV/AIDS coordination and NGO technical support project

SAVE THE CHILDREN CONTRACT/GRANT HIGHLIGHTS (June 15, 1995)

Client	Country	Time Period	Contract Number	Contact	Relevant Activities
			Value		
USAID	West Bank/Gaza	6/1/94-6/1/97	HNE-0159-A-00-4033 \$6,156,785	Timothy T. Beans AID M/OP/B/HNE Room 1561, SA-14 Washington, DC 20523-1424 (703)875-1017	> To enhance the management and administrative capability of Palestinian development institutions, support the activities of those institutions through the disbursement of grants, and ultimately to improve the quality of life in the West Bank and Gaza Strip.
USAID	Russia	9/94 - 9/97	110-0007-G-00-4046-00 US \$30,000,000	J.J. Kryschal USAID American Embassy Kiev/Washington, DC 20521-5850	> create an environment conducive to indigenous NGO creation, growth and functioning > help create a vibrant and diverse community of NGOs in Russia
USAID CS10	Haiti	9/30/94 - 9/29/97	FAO-0500-A-00-4048 US \$980,418	Sylvia Rhodes Child Survival Project Officer, AID Bureau for FHA/PVC/CS/H 7th Floor, SA-8 Washington, DC 20523-0804 Tel: (703) 351-0213	>formation of a coalition of NGOs to create a district-wide maternal and child survival/nutrition project >complement and enhance existing CS activities by addressing the problem of malnutrition, which affects all child survival interventions
USAID	West Bank/ Gaza	6/1/94 - 6/1/97	HNE-0159-A-00-4033 US \$ 6,156,785	Andrew Luck, Project Officer ANE/ME/WBG, Room 103, SA-2 Washington, DC 20523 Tel: (202) 663-2642	> Institutional development , technical assistance and training for communities
USAID	West Bank/ Gaza	12/31/91-10/20/95	HNE-0159-A-00-2002 US \$ 6,203,610	Sharon Fee Project Officer USAID/Jerusalem Washington, DC 20523 Tel: (202) 663-2642	>Institutional development and capacity-building of local partner organizations
USAID	Cameroon	8/1/90 - 6/30/94	631-0072-G-00-0025 US \$3,275,000	John May USAID/Yaounde Washington, D.C. 20520 Tel: 202-663-2646	>Re-orientation of primary health care in Far North province
USAID	Tajikistan	8/05/94 - 7/30/95	PETRA CCN-0001-G-00-4106 US \$ 325,500	Don Eller USAID/NIS Task Force Room 2941 NS, WDC Tel: (202) 736-4181	>FFW housing reconstruction >Infrastructure rehabilitation
USDA	Tajikistan	5/4/94 - 12/31/94	FCC-119-4/116 US \$ 1,282,118	Lorrie Jacobs USDA Foreign Agric. Service 14th & Independence Ave SW (202) 690-1189	>FFW housing reconstruction >Infrastructure rehabilitation

SAVE THE CHILDREN CONTRACT/GRANT HIGHLIGHTS (June 15, 1995)

Client	Country	Time Period	Contract Number	Contact	Relevant Activities
			Value		
Hewlett Foundation	The Gambia	1/93 - 12/95	US \$ 185,000	Program Officer William and Flora Hewlett Foundation 525 Middlefield Road, Suite 200 Menlo Park, CA 24025-3495 Tel: (415) 329-1070	<ul style="list-style-type: none"> > increase contraceptive acceptance & reduce dropout rate > make beneficiaries aware of modern contraceptives > ensure reliable distribution of contraceptives > increase capacity of health centers in family planning > training TBAs, health workers in family planning counselling and family planning technology > methods for greater impact on entire population
Family Health International AIDSCAP	Haiti	5/93 - 5/96	ID/DPE-5972-A-00-1031- US \$ 396,485	Wendy Githens AIDSCAP Division Family Health International 2101 Wilson Boulevard, Suite 700 Arlington, VA 22201 Tel: (703) 516-9779	<ul style="list-style-type: none"> > establish & operate coalition of NGOs to coordinate HIV/STD prevention activities in Central Plateau region > establish peer health educator program for behavior change in women living in region > improve STD service delivery in the region > establish a condom logistics system in the region
Bureau for Refugee Programs, US State Dept.	Pakistan	5/92 - 4/93	RP 21071 US \$ 591,435	Anita Exum Bureau of Refugee Programs Department of State Washington, DC 20520 Tel: (202) 663-1047	<ul style="list-style-type: none"> > integrated curative and preventive services to meet goal of improving long-term health of Afghan refugees > focus on needs of women and children as priority target groups and provide services responsive to immediate and long-term health needs of Afghan refugee community in the most effective ways
Bureau for Refugee Programs, US State Dept.	Pakistan	5/93 - 12/93	RP 21071 US \$ 346,920	Anita Exum Bureau of Refugee Programs Department of State Washington, DC 20520 Tel: (202) 663-1047	<ul style="list-style-type: none"> > reduce morbidity and mortality rates of Afghan refugees through preventing and treating communicable diseases and promoting protective behaviors in preparation for repatriation > address major causes of morbidity and mortality and introduce new interventions to control and prevent diarrheal disease, ARI, Vit.A and iodine deficiency > family planning services and child spacing health edu.
AMFAR	Nepal	8/83 - 8/94	US \$ 137,122	Vivia Dennis International Programs American Found'n for AIDS Research 733 Third Avenue New York, NY 10017-3304 Tel: (212) 682-7440	<ul style="list-style-type: none"> > increased professionalism in AIDS/STD programming > expand public awareness of means of transmission of AIDS, causes and means of caring for individuals infected > establish viable network of NGOs to share experiences, IEC materials, trainings and support > long-term planning and international networking
Office of Foreign Disaster Assistance	Somalia	12/92 - 1/94	968-1032-G-00-3017 US \$ 984,898	Valerie Newsom Office of Foreign Disaster Assistance 320 21st Street, N.W. Washington, DC 20523-0008 Tel: (202) 647-5916	<ul style="list-style-type: none"> > improve general health and welfare of women & children and reduce morbidity and mortality through support to communities in implementing primary health care > increase access to health services by making simple treatment and referral available at village level > disease surveillance system and assessment survey

SAVE THE CHILDREN CONTRACT/GRANT HIGHLIGHTS (June 15, 1995)					
Client	Country	Time Period	Contract Number	Contact	Relevant Activities
			Value		
Redd Barna	Vietnam	9/94-8/96	US\$128,000	Redd Barna-Asia 1035/22 Soi Khunvijit, Sukhumwit 71 Bangkok 10110, Thailand	> Partners in a project which aims at poverty alleviation and improved nutritional status
Netherlands Embassy	Vietnam	3/95-2/97	VN005301	Legal Affairs Section Ministry of Foreign Affairs (DGIS/JR) 2500 EB The Hague The Netherlands	> Vietnam/poverty alleviation and nutrition-expansion
WHO	Nepal	11/92 - 9/94	A20/372/S USA US \$ 34,500	Tina Wiseman Partnership Program Officer World Health Organization/Geneva 20 Avenue Appia CH-1211 Geneva 27, Switzerland Tel: (41) 7914750	> provide AIDS education, counselling, referral and support services to villagers > raise awareness about how to recognize, obtain treatment and protect against STDs > establish peer counsellors in target communities > train girls in alternative income generating enterprises > monitor and evaluate project implementation
Family Health International AIDSCAP	Cameroon	11/93-8/96	US \$ 399,995	Wendy Githens AIDSCAP Division Family Health International 2101 Wilson Boulevard, Suite 700 Arlington, VA 22201 Tel: (703) 516-9779	> promote achievements of an HIV/STD prevention program in Far North Province > reduce spread of HIV/STDs through information, education and communication techniques to enhance knowledge, attitudes and practices for AIDS prevention among high risk groups

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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.	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.	<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 	
	Empowerment: Increased knowledge, skill, self-esteem, and control over one's own resources.	<ul style="list-style-type: none"> - Pre vs post interviews and focus group discussions with women - Observation of level of participation in productive and CD activities 	- Qualitative assessment of empowerment yields trustworthy information
PURPOSE:			
To measurably increase SC's impact on women and children in core countries by 1996.			
1) Organizing and strengthening women's and children's groups.	(representative sample) <ul style="list-style-type: none"> - Increase in women's groups organized and functioning - Increase in children's groups organized and functioning. 	{ <ul style="list-style-type: none"> { Program records and { observation of level { of activity {	- Groups can surmount cultural/ other barriers to formation and success.
2) Expanding their productive capacity.	<ul style="list-style-type: none"> - Increase in percent/kind of loans taken by women - Increase in number/kind of productive activities undertaken by women. - Increased application of new agricultural skills/techniques. 	<ul style="list-style-type: none"> - Program records - credit database - Program records - Extension workers' records 	- Local/National economic conditions improve or remain same.
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 - Increased in women's literacy 	<ul style="list-style-type: none"> - School and program records - Program records 	<ul style="list-style-type: none"> - Schools expand or at least stay open - families support women's literacy efforts

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4) Increasing their health status

- Increased utilization of available health services.
- Improved health behavior at home.
- ProMIS data
- ProMIS data

5) Further developing SC's capability for qualitative/quantitative evaluation, staff/organizational development, partnering and grant management.

- Functioning qualitative/quantitative systems in place
- Observation
- Systems development receives agency-wide support
- Functioning staff/organizational development systems in place
- Observation
- Increase in number of partnerships with local institutions
- Functioning grant management system in place

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

- | | | | |
|---|---|--|--|
| <ul style="list-style-type: none"> - Local-specific "clusters" of sectoral interventions identified | <ul style="list-style-type: none"> - Six primary country "clusters" identified | <ul style="list-style-type: none"> DIP's | |
| <ul style="list-style-type: none"> - Primary country detailed implementation plans (DIP's) completed | <ul style="list-style-type: none"> - Six DIP's completed | <ul style="list-style-type: none"> DIP's | |
| <ul style="list-style-type: none"> - Women's and children's action groups formed or expanded | <ul style="list-style-type: none"> - Increased number of women's and children's groups formed/expanded | <ul style="list-style-type: none"> - Program records/visits | |
| <ul style="list-style-type: none"> - Innovative basic education programs implemented | <ul style="list-style-type: none"> - Core country basic education programs implemented | <ul style="list-style-type: none"> - Program records/visits | |
| <ul style="list-style-type: none"> - Revolving loan funds expanded and self-sustaining "locally managed" | <ul style="list-style-type: none"> - Core country loan funds expanded, etc. | <ul style="list-style-type: none"> - Program records/credit database/visits | <ul style="list-style-type: none"> - Local economic conditions positively affect credit program establishment |
| <ul style="list-style-type: none"> - Training cycles designed and functioning in core and secondary countries | <ul style="list-style-type: none"> - Participating country training cycles designed/functioning | <ul style="list-style-type: none"> - Program records/visits | <ul style="list-style-type: none"> - FO trainers can establish/manage training cycles |
| <ul style="list-style-type: none"> - Partnerships established with local institutions in primary and secondary countries | <ul style="list-style-type: none"> - Increased number of NGO partnerships established | <ul style="list-style-type: none"> - Program records/visits | <ul style="list-style-type: none"> - Program receives support of relevant existing local institutions |

2) Support

- | | | | |
|--|---|--|--|
| <ul style="list-style-type: none"> - Sectoral training, technical assistance and documentation programs designed and implemented | <ul style="list-style-type: none"> - Program support division training, TA and documentation programs functioning | <ul style="list-style-type: none"> - Program records/trip and event reports | |
| <ul style="list-style-type: none"> - Agency wide management training program implemented | <ul style="list-style-type: none"> - All SC Directors completed management training program | <ul style="list-style-type: none"> - Program records/trip and event reports | <ul style="list-style-type: none"> - Management consultant identified/contracted |
| <ul style="list-style-type: none"> - Establishment of new regional management and technical assistance mechanisms | <ul style="list-style-type: none"> - Three new regional management/TA mechanisms established | <ul style="list-style-type: none"> - Program records/trip and event reports | <ul style="list-style-type: none"> - Planned "regionalization" steps taken |
| <ul style="list-style-type: none"> - Quantitative/Qualitative evaluation systems expanded and functioning (incl "Promis", "PEMS") | <ul style="list-style-type: none"> - Quantitative/qualitative evaluation systems functioning and new instruments developed | <ul style="list-style-type: none"> { { { observation/trip and event { reports { | <ul style="list-style-type: none"> - Impact evaluation specialist hired |
| <ul style="list-style-type: none"> - Agency staff and organizational development systems designed and functioning | <ul style="list-style-type: none"> - Agency S-OD systems functioning and materials developed | | <ul style="list-style-type: none"> - Agency endorsement of S-OD plan by staff development council |
| <ul style="list-style-type: none"> - Program lessons learned documented systematically | <ul style="list-style-type: none"> - Case studies, working papers, special program studies and reports produced | <ul style="list-style-type: none"> - Agency archives | |

INPUTS:

- Project and support funds/materials	- \$5 million and/\$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 { and country plans	{ { Agency records { {	{ { Qualified staff available { {
- Technical support staff			
TA – Training/Resource Sharing/ Materials Developed in:			
- Identification of local impact indicators	{ Baseline study design & global { indicators list developed { Six primary country baseline workshops { conducted	- Archive - Baseline studies	{ { Qualified staff available { {
- Small-scale enterprise and credit	{ { {	{ { {	
- Sustainable gardening/agroforestry	{ {	{ {	
- Primary school curriculum innovations	{ {	{ {	
- Womens literacy training techniques	{ Annual TA consultants and { resource-sharing visits provided { by HO, consultants, { regional staff, etc	{ Event reports { {	
- Group formation and financial management techniques	{ {	{ {	
- Innovative women's reproductive health activities	{ { {	{ { {	
- Midterm/final evaluation	- Evaluation findings	- Evaluation reports	
- PEMS and HIS evaluation systems	- Existing systems and improvements	- Evaluation reports	

DOCUMENTATION

Documentation is a major component of Save the Children's work. Working Papers, Monographs, Occasional Papers, and Descriptive Documents contribute to the development literature by broadening professionals' understanding of programs which are women-focused and child-centered, multi-sectoral and sustainable. These documents assist in disseminating program information and reflect Save the Children's concern that programs influence policy at the national and international levels.

This year, the WCI Office has focused on producing descriptive documents to assist in increasing agency and outside organization understanding of WCI and Save the Children.

The Working Papers and Monographs listed below are in addition to existing papers.

WORKING PAPERS

SC/ASA Credit Program: A Review, by Ruchira Tabassum Naved, Working Paper No. 5 (in press)

Enhancing Capacity to Benefit Women in Sustainable Agriculture and Natural Resource Management Activities, by Nara Kaophong and Marcia Ishii-Eiteman, Working Paper No. 6 (in press)

Institutional Urban Program Development at Save the Children, by Catherine Davis, Working Paper No. 7 (in press)

Partnering and Institutional Development in Save the Children/U.S.A., by Christopher Szescey and Michael Gibbons, Working Paper No. 8 (in press)

MONOGRAPHS

Do women's savings and credit programs affect child health? A case from Save the Children/Bangladesh, by Nazmul Khan and Kirk Dearden, Monograph No. 3 (1994)

Save the Children's Working Program Principles, by Save the Children, Monograph No. 4 (1995)

Key Concepts of Gender Relations Analysis: Save the Children's Approach to Gender Training, by A. Rani Parker, Monograph No. 5 (1995)

WCI PROGRAM DOCUMENTS

Woman-Child Impact Program brochure, by Woman-Child Impact Office (1994)

WCI Core Countries: Program Descriptions of Bangladesh, Bolivia, Haiti, Mali, by Lyn A. Messner (1995)

Partnership and Institutional Development: WCI Discussion Series No. 1, by Michael Gibbons and Lyn A. Messner (1995)

Women in Leadership: WCI Discussion Series No. 2, by Wendy Seiler and Yasmin Tanjutco (1995)

Woman-Child Impact Program: Save the Children's Approach to Breaking Inter-Generational Cycles of Poverty by Woman-Child Impact Office (1995)

Woman-Child Impact Approaches: Save the Children's Model for Sustainable Development, by Women-Child Impact Office (1995)

Why does Save the Children Focus on and Work with Women?: A statistics sheet, by Women-Child Impact Office (1995)

Program Exchange Newsletter, edited by Lyn A. Messner (Fall 1995, Spring 1995, Summer 1995)

OTHER DOCUMENTS

Gender Relations Analysis: A Guide for Trainers, by A. Rani Parker, Itziar Lozano, Lyn A. Messner (1995)

Program Handbook, by Save the Children (in progress)

Attachment 5

**Sample Documents'
Covers/Abstracts**

Abstracts for In Press Documents

WORKING PAPERS

SC/ASA Credit Program: A Review

This study uses quantitative and qualitative methods to explore the socioeconomic background of program participants. It also examines issues surrounding the performance of the credit model.

Enhancing Capacity to Benefit Women in Sustainable Agriculture and Natural Resource Management Activities

This study reviews Save the Children's sustainable agriculture activities in Thailand, accounting for gender. The division of labor is assessed. The paper concludes with a series of recommendations for future gender-sensitive programming.

Institutional Urban Program Development at Save the Children

This paper reviews recent trends in urban programming--within and outside of Save the Children--and proposes next steps for strengthening Save the Children's urban programs.

Partnering and Institutional Development in Save the Children/USA

In this paper, the authors review why partnership and institutional development are important to Save the Children. They also describe P/ID principles, rationale, and constraints, as well as providing P/ID profiles from Save the Children.

MONOGRAPHS

Save the Children's Working Program Principles

This document was initiated at the Program Exchange Conference in Nepal which involved Save the Children staff from 20 countries. This document describes and presents the key program principles which guide all of Save the Children's programs. The principles are the result of review by field and home office staff through an extensive and participatory process that began in April, 1995.

OTHER DOCUMENTS

Gender Relations Analysis: A Guide for Trainers

This Guide is divided into three sections. Each section contains an introduction which lays out structure and content for that section. Section I, Key Concepts for Gender Relations Analysis, covers concepts related to gender which the trainer must understand before conducting training. Section II, the Training Sessions, is a 5-day training design. Section III, Training Practice, provides additional perspective for trainers who intend to conduct gender relations analysis training for other trainers.

The Woman/Child Impact Program



Save the Children®

Do Women's Savings and Credit Programs Affect Fertility?

A CASE FROM SAVE THE CHILDREN/BANGLADESH

Nazmul Khan, BS, MBA

Kirk Dearden, DrPH, M.P.H.

Woman/Child Impact Program
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Westport, CT 06880 USA

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A B S T R A C T

This study uses longitudinal data from the Bangladesh field office of Save the Children (US) to examine the relationship between participation in savings and credit programs and fertility. Results suggest that fertility rates for members are lower than for non-members though differences are largely attributable to region of residence: non-members in more conservative areas are only slightly more likely to have large families than members residing in those same areas. Nonetheless, members are significantly more likely than non-members to use a modern method of contraception, irrespective of social class or region of residence. These data link participation in savings and credit groups with increased use of contraception. Even so, future research will need to clarify the potentially complex relationship between group activity, the empowerment of women in Bangladesh, and fertility.



WOMAN-CHILD IMPACT PROGRAMS IN ACTION

In **HAITI**, Save the Children is recognized nationally for its work with women's clubs. Clubs are the focal point for training in literacy and for programs in agriculture, child survival and credit. Under the leadership of Save the Children, eleven national and international non-governmental organizations formed the first NGO Coalition for STD/AIDS Prevention in the Central Plateau.

Save the Children's program in **BOLIVIA** is now being expanded nationwide through twenty one international and national partner organizations. Through "autodiagnosis," women's health groups identify their own needs, then develop and monitor programs designed to address those needs. As a result, programs in family planning, literacy, small-scale credit and empowerment have been added to those focusing on maternal and neonatal health.

In the **MALI** village school model, villagers construct schools, nominate teachers, pay their salaries and contribute to the development of the curriculum. This approach is being replicated nationally in collaboration with the Malian government and USAID. Save the Children is also working with UNICEF and UNDP to apply the village school model in other African countries.

In **BANGLADESH**, Save the Children forms women's groups and links them with public and private agencies that provide a variety of basic services to meet the needs of women and their families. The groups provide a forum for women, enabling them to participate in health, family planning, child development, and credit programs which otherwise would not reach them. An initiative undertaken with government family planning workers to support a greater decision-making role for women in contraceptive use is being tested for possible replication on a national level.



THE WOMAN-CHILD IMPACT PROGRAM



For more information contact the Woman-Child Impact office:

- A. Rani Parker, Director
- Kirk Dearden, DrPH
Program Evaluation Specialist
- Itziar Lozano, PhD
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THE WOMAN-CHILD IMPACT PROGRAM



ADVANCING
WOMEN'S
STATUS
& CHILDREN'S
WELL-BEING



Save the Children.



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No single initiative benefits children and contributes to sustainable development as powerfully as the enhancement of women's status.

THE WOMAN-CHILD IMPACT PROGRAM

improves the lives of women and children through mutually reinforcing programs in education, economic opportunities, health and natural resource management.

WOMAN-CHILD IMPACT PROGRAMS ARE:

CHILD CENTERED

Children are central to all of Save the Children's programs. Whether the benefits are direct, as in immunization programs, or indirect, as is the case with women's credit programs, children are the ultimate beneficiaries.

WOMEN FOCUSED

Women are a major focus of Save the Children's work. Through their multiple roles as economic producers, primary caregivers and community managers, women play a leading role in development. Increasing women's options breaks inter-generational cycles of poverty and assures a better quality of life for future generations.

WOMAN-CHILD IMPACT PROGRAMS:

PROMOTE SYNERGY

No single facet of a woman's or child's life exists in isolation. Save the Children believes development programs that bring together a carefully selected combination of sectoral interventions are more likely to address the critical needs of women and children than those that focus on a single intervention.

ACHIEVE SCALE

The Woman-Child Impact Program identifies and strengthens small-scale initiatives that have impact at national and international levels. Partnerships with communities, local organizations, government ministries and multilateral agencies enhance the Program's collective capacity to influence policy at all levels.

EVALUATE IMPACT

At Save the Children, research is carried out locally to enable communities to measure their own progress, nationally to assist governments and research institutions, and internationally to further inform professionals and policy makers about development.





ADVANCING WOMEN'S STATUS & CHILDREN'S WELL-BEING

Program Integration through Women Savings Groups in Bangladesh

In 1972, Save the Children began working in Nasirnagar, one of the poorest areas in a country where 86% of the population lives in poverty. Women and children are the worst casualties: the maternal mortality rate is 165 deaths per 100,000 live births (one of the highest rates in the world), and the under-five mortality rate is 150 deaths per 1,000. In addition, over 90% of the children that do survive are malnourished.

The aim of Save the Children in Bangladesh is to measurably improve the lives of poor women and their children within the context of the family and community through sustainable integrated programs. Women's Savings Groups, the major mechanism for improving economic and social well-being, target women through mutually-reinforcing sectoral interventions in education, health, and economic development. They also provide a structured forum for discussion and decision-making on issues affecting the family and community.

Through partnering, Save the Children has implemented a women's development and credit program. This project currently covers 265 Women's Savings Groups and allows Save the Children to focus on women's empowerment and child development. A large-scale, local NGO partner implements the savings and credit component of the program and Save the Children provides assistance in group formation, and training in health and education.

Save the Children recently expanded on the existing health curriculum of Women's' Savings Groups by integrating economic development and empowerment components. Specific integrated health interventions have included child survival, maternal and reproductive health, and STD/HIV prevention. These groups also serve as the basis for integrated training programs which enable the women to gain skills related to savings and credit, basic management, health and family planning, non-formal primary education, and empowerment.

Funds from the Woman-Child Impact Program have provided for the institutionalization of trainings resulting in a more structured format. Save the Children's Family Planning for women and men was received with such success that the government has asked Save the Children to replicate this training at the district level with the goal of eventually implementing it in several districts.

Save the Children supports educational activities which focus on life skills including an early childhood development project and the Child to Child (CTC) program. The early childhood development project aims to train parents on low cost, home-based education activities. In addition, parents are provided with materials which address children's development needs. The CTC program was designed to develop child care skills of older children (ages 8-11) who care for their younger siblings.

Action research is a vital component of Save the Children's program in Bangladesh. Quantitative and qualitative methods of research are used to assess program impact and influence policy at the national level. Methods of assessment include focus groups, participatory rapid appraisal, longitudinal surveillance, and special studies. Save the Children also places emphasis on assessing the impact of the Savings and Credit Groups on the health and educational well-being of women and children.



ADVANCING WOMEN'S STATUS & CHILDREN'S WELL-BEING

Women's Groups and Community Development in Bolivia

Bolivia is one of the poorest countries in the Western hemisphere with a per capita gross domestic product of US \$650, infant mortality rates as high as 294 per 1000 live births, and maternal mortality rates as high as 980 per 100,000 women. Save the Children began operations in Bolivia in 1986 in Inquisivi, an extremely isolated rural area and one of the poorest provinces in Bolivia.

The aim of Save the Children's program in Inquisivi is to make lasting, positive changes in the quality of life of resource-poor children through sustainable projects which include local participation at all stages of development. The WCI program in Bolivia affects these changes through the formation of women's groups. Initially, local women's health groups were formed to raise awareness of issues surrounding pregnancy and childbirth. However, WCI has focused on the empowerment of women by utilizing "autodiagnosis" to identify women's needs. "Autodiagnosis" is a unique, intense, participatory approach developed in Inquisivi, by which a group identifies and prioritizes problems, develops solutions to those problems, and evaluates progress toward implementing solutions. Women take a leadership role in developing and monitoring programs designed to address their needs.

As a result of autodiagnosis, women have identified the need for programs in family planning, literacy, small-scale credit, and empowerment. These programs have now been added to those on maternal and neonatal health. Groups which implement autodiagnosis are also used to identify women who can participate in the credit and savings projects. As a result of using women's groups to identify participants, all loans are now made to women.

The Woman-Child Impact program has expanded numerous program services which were previously nonexistent in the province. The program has qualitatively enhanced primary school learning, improved women's access to credit, and initiated a literacy program. For example, the credit and savings project has expanded from 4 to 51 credit groups. The adult literacy program involves 53 communities; 92% of the participants are women. Over 1,000 women are involved in the literacy program and many of them have completed the 32 basic literacy lessons. In response to the growing numbers of literacy program graduates, Save the Children is focusing on and designing post-literacy programs and activities to capitalize on the new skills and leadership potential of this group.

Save the Children has been able to expand its impact well beyond the borders of Inquisivi through partnership with other NGOs. For example, Save the Children's community action cycle in maternal and neonatal health has expanded nationally through 12 partner organizations including the Bolivian government, and local and international NGOs. In addition, Save the Children is a founding member of PROCOSI, the largest consortium of international and Bolivian NGOs working in health in Bolivia. Through PROCOSI, Save the Children has implemented two projects: Integrated Nutrition 2, and WARMI. The Integrated Nutrition 2 project trains women in nutrition and in the preparation of balanced meals. It also provides community training that include topics in hygiene, and management and conservation of water sources. In response to the expressed needs of community women, the WARMI project was developed to improve the health of women and newborns.





Women's Clubs and Partnership in Haiti

The goal of Save the Children in Haiti is to contribute to the human development and empowerment of resource-poor women and children as critical participants and beneficiaries of their communities' social and economic development. Empowerment strategies respond to women's practical needs (for example, responding to expressed need for public health and curative assistance), as well as strategic interests (for example, consciousness-raising, increasing self-confidence, strengthening women's organizations). Key sectoral objectives of the program are increasing the number of functioning women's clubs through which literacy among women is increased, increasing women's income through access to credit and small-scale enterprise, increasing food security and income through improved agriculture production, home-gardening, and food preservation.

These objectives are addressed through an integrated development program implemented through women's clubs. Organization of these clubs complements previously successful preventive health programs and provides a forum for women to publicly voice their concerns. At previous club meetings, women clearly stated their needs for technical assistance in agriculture, literacy, access to credit and child care. The Field Office reports that as a result of these meetings, 164 women's clubs have been provided with access to credit, literacy classes, agriculture extension, health education, and non-formal education on organizational skills and women's issues. These clubs serve as a focal point for all training.

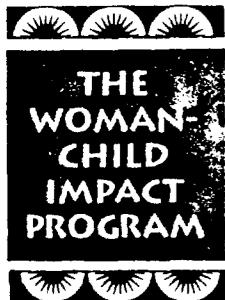
Save the Children project activities increase the participation of women as leaders, decision-makers, and beneficiaries. Literacy training, which includes both women and men, improves the self-esteem of women, provides access to information, and develops entrepreneurial skills for both women and men. Through access to credit, women are able to contribute to family revenue. In addition, agricultural services and skills are provided to men and women to expand their source of income.

Through training and institutional development, Save the Children's Haiti Program has enlarged the scale of its efforts by providing a foundation for sustainable programs through community groups, local NGOs, PVOs, and private umbrella organizations. Under the leadership of Save the Children, eleven (11) national and international NGOs have formed the first NGO Coalition for STD/AIDS Prevention in the Central Plateau. This Coalition aims to improve STD prevention services, condom social marketing, and peer training. These activities are integrated into existing women's clubs and community groups.

Save the Children has organized a district-level tripartite NGO group to implement a project entitled "Women's Action for Nutrition and Development" (WAND) funded by a Child Survival 10 grant. The goal of WAND is to reduce infant, child and maternal mortality and morbidity by empowering women's clubs' members. WAND supports training programs for women which improve children's nutrition and health.

Save the Children has achieved recognition in Haiti as a lead agency in effectively implementing women's empowerment programs as a result of its woman-child focused direct service program, partnership programs with local PVOs, and the production of a women's training manual.





ADVANCING WOMEN'S STATUS & CHILDREN'S WELL-BEING

Achieving Sustainable Woman-Child Impact in Mali through National Partnering, Policy and Advocacy

Once considered the breadbasket of West Africa, Mali is now ranked as one of the world's poorest countries, with over half its 8.5 million population living in poverty. A hot, dry climate and numerous droughts have depleted the soil and destroyed crops. The average per capita annual income is only \$221 USD. Illiteracy rates are 95% for women and 85% for men, with over 80% of villagers never having the opportunity to attain literacy or numeric skills. The child mortality rate is 287 per 1000 live births. Life expectancy is only 44 years for men and 48 years for women. Government health services do not extend to villages resulting in low immunization coverage for 12-23 months old children (41.9%) and contraceptive usage amongst women of only 1%. Save the Children in Mali implements integrated development activities in the district of Kolondieba, four hours by car from the capital of Bamako, and in the neighboring subdistrict of Zantiebouyou.

The program in Mali seeks to make lasting, positive changes in the quality of life of resource-poor children and their families, through community-based integrated programs with policy influence. Program activities include Village Schools, adult literacy, child survival, family planning and HIV prevention, economic opportunity training, including Group Guaranteed Lending, food security and water resource management. Greater program impact and sustainability have been achieved by strengthening the capacities of government and non-government institutions through effective sub-grants management, training and technical assistance. Save the Children has become a lead agency in Mali for policy and advocacy change benefiting rural communities by effectively partnering with universities for operational research, and coordinating program initiatives with national groups and government institutions.

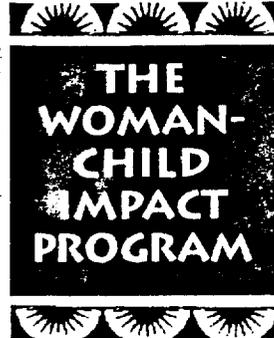
A key strategy for improving the health and well-being of children and their mothers is improving access to educational opportunities through adult literacy and children's education. Save the Children's Village School model addresses out-of-school children ages 6-16 in 62 villages. Adult literacy targets both illiterate men and women in 90 pilot villages. Sixteen new Village Schools will be managed through sub-grants to local NGOs. Women are empowered as they participate in developing their own educational resources, including teachers, schools and materials. Inter-relationship between education and health activities occurs as Village Health Committees require literacy and functionality. The development of a Bambara language "baby book" will combine family literacy with child survival initiatives as will literacy materials for following at-risk children.

Save the Children literacy initiatives are building the foundation for women to manage new credit and savings opportunities at the village level. Literacy initiatives also play a vital role in natural resource management activities as families calculate household cereal needs and crop yields and analyze critical gaps. In turn, agricultural activities mutually support both health activities (gardening and nutrition, cereal production and caloric needs) and economic opportunities activities (financing of cereal banks and some agricultural equipment). Development of strategies to address food security is currently being undertaken and will affect family income and nutritional status.

Save the Children manages a grant that funds the national NGO health consortium Groupe Pivot/Survie de l'Enfant, (GP/SE) through which it plays a major role in training



local NGOs in health, setting broad strategic vision and professional standards, and involving NGOs in national health policy debates. In addition, Save the Children has received a six-year grant to support local NGOs through GP/SE to respond to family planning and AIDS prevention in Mali, nationwide. As a member of the Board of Director's of the Groupe Pivot/Education de Base, Save the Children advocates for local NGO involvement in community education approaches. With consultation from the Groupe Pivot and Save the Children, the Ministry of Education is now establishing policies favorable to community initiated basic education. Save the Children has also concentrated on institutional viability through establishing the now independent Union of Village Credit and Saving Banks (UCOVEC) which is currently focusing on women's credit and savings throughout Mali.



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WELL-BEING

DISCUSSION SERIES
SESSION 1

For more information about the
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Partnership and Institutional Development

BY
MICHAEL GIBBONS
LYN MESSNER

Funding for the Woman-Child Impact Program is provided by
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Women in Leadership

BY
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Why does Save the Children Focus on and Work with Women?

Woman-Child Impact approaches support gender equity as a principal strategy to ensure maximum benefits to children.

Save the Children recognizes women's contributions to their families, communities and nations

- One-third of all families worldwide are headed by women
- Women produce 80% of Africa's food
- Women do 56% of the work in Venezuela
- If women's unpaid work were factored into national accounting systems, GDP would increase by 30-40%

Save the Children works with women in the area of economic opportunities because

- In Asia alone there are 375 million landless female laborers
- Women's wages are about three-fourths of men's wages outside agriculture
- In Latin America and the Caribbean, women are 7-11% of the beneficiaries of credit programs

Save the Children aims to improve access to education for women and girls because

- Women account for two-thirds of the illiterate people in the world
- Two-thirds of the 130 million children without access to primary education are girls
- On average, by the age of 18, girls have received 4.4 years less education than boys

Save the Children focuses on women and girls in health programs because

- Half a million women die each year from pregnancy-related causes; 30% of them are teenagers
- One-third of all girls who are now 14 will become mothers before the age of 20
- In sub-Saharan Africa, there are 6 HIV-infected women for every 4 infected men.

Save the Children recognizes other constraints women face worldwide

- 70% of the world's population living in poverty are women
- The number of women living in absolute poverty rose by nearly 50% over the past two decades
- In South Africa, a woman is raped every 90 seconds; 320,000 women each year.
- In Bangladesh, the killing of women by their husbands accounts for 50% of all murders
- Globally, at least 2 million girls a year are at risk of genital mutilations; approximately 6,000 per day.

Sources: UNDP, *Human Development Report* (1995); United Nations Department of Public Information, *The Advancement of Women: Notes for Speakers* (1995); United Nations Department of Planning and Special Programmes Section, *Fourth World Conference on Women* (1995)





ADVANCING WOMEN'S STATUS & CHILDREN'S WELL-BEING

WOMAN-CHILD IMPACT PROGRAM:

SAVE THE CHILDREN'S APPROACH TO BREAKING

INTER-GENERATIONAL CYCLES OF POVERTY

In 40 nations, Save the Children's programs aim to make lasting, positive change in the lives of disadvantaged children. Programs meet children's intellectual, social, and physical needs as they go through childhood. Save the Children achieves its goal of reaching children by focusing on women because they are children's primary caregivers. Through a variety of highly focused mutually reinforcing programs, Save the Children affects children directly by providing health services and educational opportunities. Other approaches, including savings and credit programs for women, have an indirect effect on children by providing an additional source of income for the family. The Woman-Child Impact Program at Save the Children supports a women-focused strategy to ensure maximum benefits to children.

Statistics show that...

- * *One out of every three households in developing countries is totally dependent on a woman for its livelihood.*
- * *Women produce 85% of Africa's agriculture goods.*
- * *Women ages 15-49, and children under the age of 15 make up 3/4 of the world's population.*
- * *Maternal-related deaths are the leading or second leading cause of death for women aged 15-44 in 1/3 of poor countries.*
- * *Women perform about 2/3 of the world's work hours, but only receive 1/10 of the world's income.*

Often, women shoulder the primary responsibility for the health and education of their children. In many countries women are the principal agriculture producers. Save the Children accounts for women's multiple roles in the communities by focusing on economic development, health, education, and agriculture.

Save the Children's Programs aim for program and policy impact. This is achieved through sustainable approaches that can be expanded and that respond to increasing national and global needs. The Woman-Child Impact Program supports small innovative projects that enhance our capacity to measure impact or achieve large scale. The Program has supported such projects in 27 countries worldwide. However, focus is primarily on 4 "core" countries - Bangladesh, Bolivia, Haiti, and Mali:

- In **Bangladesh**, the Woman-Child Impact Program focuses on savings and credit groups as a way to increase economic opportunities for women. These groups are the basis for integrated training programs which support women's empowerment through information on and access to health and family planning, credit and non-formal education.
- Women's groups also play a central role in Save the Children's health programs in **Bolivia**. Local women's health groups were originally formed to raise awareness of

issues associated with pregnancy and childbirth. Through “autodiagnosis”, groups identify and prioritize problems, develop solutions to those problems, and evaluate progress towards implementing solutions. As a result of this process, women now take a leadership role in developing and monitoring programs designed to address their needs.

- Save the Children also establishes partnerships with communities, local organizations, and governments. Under the leadership of Save the Children in **Haiti**, 11 national and international non-government organizations have formed the first coalition for STD/AIDS Prevention in the Central Plateau region. By working collectively, Save the Children and its partners are able to influence national policy.
- In many developing countries access to education is very limited, especially for girls. In **Mali**, Save the Children expands educational opportunities for girls through the Village School Program. Communities construct buildings, hire teachers, pay salaries, and participate in developing the curriculum. Prior to joining the Village School Program, communities must commit to having equal numbers of girls and boys attending every class.

Yet,

- * *Women are the majority of the poor.*
- * *Two-thirds of the world's illiterate are women.*
- * *Women lack political power and influence in family and community decision-making.*
- * *Women have minimal access to medical facilities, and primary or reproductive health care.*
- * *Women-headed households are likely to be poorer than those headed by men.*

Save the Children is actively participating in preparations for the United Nations Fourth World Conference on Women in September 1995. With funds from the Woman-Child Impact Program, women from Save the Children's Headquarters and Field Offices have participated in worldwide preparatory meetings for this conference in Beijing.

The Woman-Child Impact Program also seeks to increase gender awareness within Save the Children. One method of achieving this is through the Woman-Child Impact Program Discussion Series which explores principles integral to Save the Children's mission. To date, discussions have addressed *Partnership, Women in Leadership, Urbanization of Poverty* and *Measuring Program Impact*. Each discussion includes a presentation by an outside expert, a participatory exercise, and the production of a brochure for distribution and reference inside and outside the agency. Volunteers from all areas of the organization are involved in the design and coordination of each discussion in the series.

Save the Children activities support the empowerment of disadvantaged groups by focusing on women and children. Through training, Save the Children fosters greater awareness of the challenges facing these groups. Collection and analysis of gender-sensitive data provide the information Save the Children needs to assess program impact on men and women and children. The Woman-Child Impact Program at Save the Children contributes to breaking the inter-generational cycles of poverty and assuring a better life for future generations of boys and girls.



ADVANCING WOMEN'S STATUS & CHILDREN'S WELL-BEING

Woman-Child Impact Approaches:

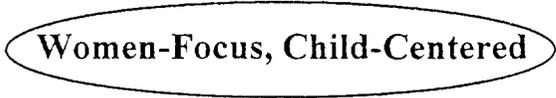
Save the Children's Model for Sustainable Development

The Woman-Child Impact (WCI) initiative supports the empowerment of women and children as key decision-makers and participants in their communities' social and economic development. Through an emphasis on gender relations, WCI programs aim to achieve significant and demonstrable impact by improving the lives of disadvantaged children world-wide. Life options for children are enhanced through select combinations of health, education, economic and natural resource management interventions at the individual, family, community, national and international levels. WCI approaches support a women-focus as a matter of equity and a principal strategy to ensure maximum benefits to children.

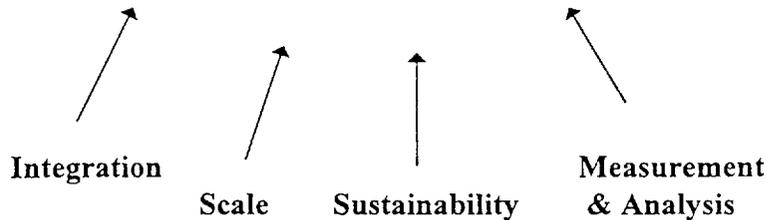
The Woman-Child Impact Program functions at both organizational and program levels.

Goal: **SIGNIFICANT AND DEMONSTRABLE IMPACT**

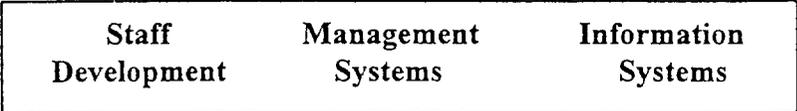
Save the Children Approach:



Program Principles:



Organizational Capacity:



Gender Relations and Women-Focus

Woman-Child Impact principles recognize that all individuals, across cultures and income levels, exist in a network of social and economic relationships which define our identity and provide a framework for our actions. Social/gender relations also determine individual or group access to resources and benefits, and influence control over decision making processes. Women tend to be the majority of the disadvantaged whose circumstances arise from a pattern of social, economic and political systems that reinforce their disadvantage in spite of their contributions in those spheres. At the same time, women also tend to be the primary caregivers and contribute most to the well-being of children. Thus, a women-focus ensures that appropriate attention is given to creating an enabling environment for women in all of Save the Children's programs.

Woman-Child Impact programs support the empowerment of disadvantaged groups by emphasizing the central role of women and children in all development programs. The collection and analysis of gender-sensitive data, training in methods for gender planning, analysis and awareness, and participatory evaluations encourage women and other disadvantaged groups to take a proactive role in Save the Children's programs.

Child-Centered

WCI, like all Save the Children programs, contributes to the organization's goal of "making lasting, positive differences in the lives of children and their families". Children are the focus of all of Save the Children's programs. However, children are often dependent on their caregivers (usually women) to meet their needs. Therefore, the organization targets women and other members of families in order to reach children.

Programs are structured to meet the different intellectual, social, emotional, and physical needs of children as they go through different stages of childhood. Every program centers on children, directly or indirectly. WCI emphasizes gender relations so that all members of a family may better respond to the physical, economic, and psychosocial needs of children.

Program Principles

Woman-Child Impact programs are guided by four principles which provide the basis for program development, implementation and assessment.

1. Program Integration

Disadvantaged people are engaged in a complex set of strategies that comprise their livelihood. They rely on a number of different activities at different times of the year. Thus, programs that aim to support their livelihoods must necessarily adopt a multifaceted approach that responds to an array of circumstances which vary throughout the year.

Woman-Child Impact programs utilize a holistic approach in which development interventions are adaptable to seasonal changes, and are mutually reinforcing. Programs respond directly to the particular needs of communities by organizing women into action groups which identify appropriate activities.

2. *Large Scale*

As a non-sectarian, non-profit organization working in 40 nations around the world, Save the Children is well positioned for large scale impact. The Woman-Child Impact program supports the achievement of significant scale through expansion of numbers of people reached, partnerships with other organizations to build on complementary strengths, and through policy influence at national and international levels.

The analysis of gender roles and relations requires an emphasis on strengthening women's ability to negotiate for their interests in relationships with local, national and international organizations. The Woman-Child Impact program also provides opportunities for women to participate in policy dialogues at all levels, and provides appropriate training to maximize their impact on policy processes.

3. *Sustainability*

The aim of development programs is to provide individuals, communities, and institutions with skills to strengthen institutional systems which allow communities to continue the process of change. Save the Children enters communities as a catalyst for development with the intention of leaving in a few years. Save the Children recognizes that it cannot achieve this alone and strives to create partnerships with local NGOs and government agencies.

Sustainability implies lasting beneficial change which does not end after the organization leaves the area. Save the Children Programs achieve four types of sustainability. *Institutional Sustainability* is the ability and willingness of local institutions to assume responsibility for continuous services (e.g. credit programs). *Behavioral Sustainability* is the continued practice of changed behavior (e.g. the use of oral rehydration therapy). *Policy Sustainability* is the adoption of new policies which support the work started (e.g. a teacher retraining program adopted by the Ministry of Education). Lastly, *Environmental Sustainability* is the protection of environments, physical and social, through policies and practices (e.g. improving behaviors at home which are more child-friendly).

4. *Evaluation & Analysis*

The WCI program pursues evaluation and analysis of program impact at two levels. Through funding from the Woman-Child Impact program, Save the Children staff and community members are trained in participatory, gender-sensitive evaluation methods.

These methods enable individuals and communities to evaluate their own progress and improve upon program activities. Save the Children staff and researchers outside of the organization also engage in the evaluation and analysis of programs. Longitudinal, population-based data, together with detailed qualitative information are used to assess program impact, inform development practitioners, and influence local and national policy.

Organizational Capacity

Implementation of the WCI initiative depends on the existence of three types of organizational capacity. WCI supports and strengthens these critical organizational capacity elements which reinforce the foundation on which WCI principles are built.

1. *Staff Development*

The Woman Child Impact program designs and implements training on Woman-Child Impact themes throughout the agency. Through a focused cycle of staff training workshops and technical assistance, an internal Discussion Series, the provision of seed monies (known as Regional Resource Funds) to support innovations, and publications development and dissemination, the Program assists Save the Children in developing its staff.

2. *Management Systems*

The Program assists Save the Children to further develop its management capacity through improvement and standardization of financial management and reporting systems. The Program Handbook, which outlines Save the Children's principles, philosophy and strategies, is being developed for use by staff worldwide. Other documentation of systems such as the Grants Manual and Program Operations Manual have also been developed in collaboration with the Woman Child Impact program.

3. *Information Systems*

Child survival funds from USAID have enabled Save the Children to develop a management information and reporting system known as ProMIS. With WCI support, ProMIS is expanding from a longitudinal data base, tracking maternal and child health, to one which integrates information on credit, education, and other activities and outcomes. Because data from various sectors are linked in a single system, Save the Children staff are able to evaluate the impact of integrated development activities.



Program Exchange

Summer 1995

FAMILY AND COMMUNITY EMPOWERMENT TRAINING SYSTEMS (FACETS)



Gender Roles in the household. One of the experiential workshops.

The Woman Child Impact Program sponsored an initiative to strengthen regional technical expertise in gender analysis May 20-27, in Addis Ababa, Ethiopia. The purpose of FACETS is to develop regionally based teams that in turn

can provide training and technical assistance in gender approaches to development.

Participants came from 20 countries around the world. Teams of women and men (15 women, 12 men) were selected on the basis of their training responsibilities and their expressed interest in the application of Save the Children's program principles through gender-sensitive approaches to development.

Six days of gender analysis training was preceded by a two-day training of trainers workshop. The gender analysis training covered key concepts for analyzing gender roles, methods, practice

continued on page 2...



Hala Ghosheh, Jordan and Fily Diallo, Mali.

U.N. FOURTH WORLD CONFERENCE ON WOMEN/NGO FORUM

SALLY FIELD REPRESENTS SAVE THE CHILDREN



Sally Field, Honorary Chair for Save the Children.

The Fourth U.N. Conference on Women will be held in Beijing September 4-15, 1995. The Conference, entitled *Action for Equality, Development and Peace*, will bring together government delegations from across the globe to decide on a "Platform for Action." This document is being developed through a series of U.N. and regional preparatory meetings.

A parallel conference of non-governmental agencies, called the NGO Forum, will be held in Huarliou, outside Beijing, from August 30 to September 8.

Save the Children staff from Headquarters and Field Offices, led by President Charles MacCormack, will be attending the Conferences, presenting on panels, and facilitating workshops in Beijing. WCI will present a workshop entitled "Achieving Gender Equity Through Child-centered

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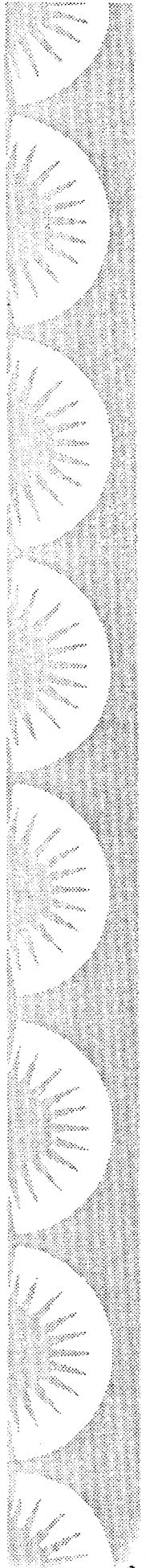


GENDER RELATIONS ANALYSIS:

A Guide for Trainers



**A. Rani Parker
Itziar Lozano
Lyn A. Messner**



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