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



WOMAN/CHILD IMPACT

FINAL REPORT

1996



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

**FIFTH YEAR ANNUAL REPORT
OCTOBER 1995-SEPTEMBER 1996**

USAID COOPERATIVE AGREEMENT NO. PDC-0158-A-00-1058-00

**SAVE THE CHILDREN
INTERNATIONAL PROGRAMS
October 30, 1996**

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EXECUTIVE SUMMARY

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.

During its fifth and final year, WCI's focus was characterized by critical reflection, consolidation and planning for the future. WCI sponsored a series of internal discussions to synthesize achievements and conceptualize future program direction. Significant results demonstrating the institutionalization of WCI are evidenced in its firm placement as Save the Children's overall organizing approach and the general acceptance of SC's Program Principles as a common basis for programming. WCI is now formalized in SC's Three Year Strategic Plan and the International Programs Handbook, which guide program direction and funding priorities.

Significant management changes over the last year included the consolidation of the former Program Development and Program Operations Departments into one International Programs Department, under the leadership of Gary Shaye as Vice President for International Programs. As a unified department, International Programs is emphasizing a consistent move toward increased program decision making at the field level, primarily through Country and Area directors. WCI has supported this evolution of SC's management structure through active roles in planning meetings and discussions about alternative structures and modes of programming.

The most visible of WCI's field initiatives in the last year has been FACETS (Family and Community Empowerment Training Systems). Through FACETS 29 national staff from 20 countries formed six teams of women and men capable of training and providing technical assistance in integrated programming with a gender perspective. FACETS complements Save the Children's evolving structure by strengthening field capacity to lead in development programming. During the last year FACETS has increasingly gained recognition as a leader in the field of gender relations analysis and continues to draw the attention of major donors and development practitioners. Within Save the Children, FACETS teams received the Presidential Award, which honors individuals and groups who demonstrate the highest ideals of Save the Children and whose contributions can be directly linked to the success of the organization.

Core program sectors are now identified and established. The Economic Opportunities sector completed the systems required for expansion of its programs, including various manuals, descriptive documents and a video. The Economic Opportunities Office also held four training workshops and a conference on Women's Microenterprise Networks (WMEN) programs. EO programs now operate in 13 countries.

In the Education sector, the multi-grade schools developed in Bolivia are among the direct successes. Education programs are active in 20 countries through its WCI-type approach known as "Strong Beginnings." With WCI support, in the last year, the Education Office held an international conference in which 50 staff participated along with many key partners. The conference enabled Save the Children to strengthen the core Home Office team and to renew partnerships with collaborating agencies.

With greater public recognition, WCI has begun dialogue with numerous PVOs, multi-lateral organizations and universities to exchange lessons learned from practice and research. SC's first Woman and Child Development for the 21st Century conference provided the opportunity for rich exchange between representatives from over 100 partners and over 20 countries worldwide. A recent workshop facilitated dialogue between a full range of representatives spanning the development continuum, from grassroots to multi-lateral policy makers. WCI supplemented its written documents by completing a descriptive video filmed by SC field staff depicting their impression of what WCI means to them. This year WCI was recognized by peers at InterAction as recipient of the Millie Leet Award for integration of gender in its programs.

BANGLADESH

Building on the accomplishments of the previous year, FY96 was a year of consolidation and preparation for the next phase in the Woman/Child Impact Program for the Bangladesh Field Office. Achievements in this reporting period include the formulation of a three year planning document which will continue to engage at the program and policy level; activation of the South and Central Asia Area FACETS teams as a core of regional trainers on gender analysis and increasingly addressing gender issues in programs; organization and facilitation of workshop for staff and partner organizations in Participatory Rapid Appraisal (PRA) and monitoring; strengthening partnership efforts with local, national and international NGOs as well as government bodies to scale up programs in education and economic opportunities; publication of several reports and studies, some of which were presented at seminars; and promoting staff participation at trainings, workshops and conferences. More specific accomplishments include the institutionalization of the Women's Savings Groups (WSGs) as federations; finalization and introduction of a curriculum containing health, ECD and other messages into the WSGs.

BOLIVIA

Activities in FY96 continued to consolidate the development of key program components in view of its last year of WCI funding. A final evaluation and an impact study were also conducted whose results and findings helped improve and refine program strategies in the

women's credit, primary school enrichment, and women's post-literacy and continuing education. Additionally, the evaluations provided important recommendations vis-a-vis future program strategies of the Bolivia Field Office in its phase out of Inquisivi and expansion into the Oruro Department. Furthermore, to ensure the continuity of its programs in Inquisivi, the Boliva Field Office explored the possibilities of partnership with local and international NGOs. In FY96, the PVO Credit Coordination Group, a consortium of INGOs working in credit, convened to look at the possibilities of establishing an information center for micro-credit risk. Many important lessons were learned which will help the field office develop appropriate program strategies in Oruro.

Haiti

Activities in Haiti this year include the opening of a new impact area in the Grand Goave area with financing from UNICEF. Programs in this area will build on lessons learned in Maissade during the implementation of the WCI program. The visit of Save the Children's epidemiologist this year contributed substantially to the field office's review of on-going impact measurement systems and the identification of key research questions. Two major events that were celebrated by Save the Children in Haiti for the first time were International Women's Day, March 8 and International Children's Day, June 9. Both the women's groups and mixed farmers' associations were involved in commemorating International Women's Day which included the creation of a resolution to be read during the march and a conference around the theme of, "The Place of Women in our Society." On June 9, Save the Children organized a program of activities for 340 students from 17 schools for International Children's Day in Maissade.

Mali

Throughout the five years of the grant, Mali has sought to deepen its understanding of women in development, the perception of women and their roles in society. Over the past year, extensive training with staff and communities have taken place in an effort to introduce gender as a concept in order to ensure that women's needs and concerns are recognized and addressed by all concerned. In an effort to take gender more into account at the village level, the field office has moved from a structure which supported WCI as a separate, sectoral unit, to one which integrates WCI into the sectoral initiatives and units and permeates the field office structure. WCI staff were reconfigured to work directly with the sectors across a variety of interventions in credit, education, health and agriculture. This "Gender Team" analyzes the different sectoral interventions and proposes measures or strategies which lead toward resolutions of problems related to gender divisions. Monitoring systems have also been enhanced this year with the installation of the ProMIS-II database and the addition of two staff in Action Research/Evaluation and Information Analysis.

Mozambique

The inclusion this year of the SC Mozambique Field Office as a Woman/Child Impact (WCI) Core Country has offered the opportunity to strengthen sectoral programming, organizational commitment to gender equity, and training and analysis skills of staff who guide and implement programs benefiting woman and children. Accomplishments

include the training of all SC staff in Maputo, Xai-Xai and Tete in order to introduce key concepts related to gender-sensitive planning and development. Family and Community Empowerment Teams (FACETS), now represented in four countries within the SC Southern African Region, has substantially enhanced the promotion of training and gender in the region; use of gender analysis of projects being designed and implemented; effective partnership development with local NGOs and the University of Eduardo Mondlane; and the development of a draft gender policy for the Mozambique. WCI resources significantly enhanced strategic gender sensitive program development for the Mozambique Field Office. Initial feasibility assessment and training for Group Guaranteed Lending and Savings (GGLS) programs in both Xai-Xai and Tete Provinces have laid the foundation for future programming in this sector. Functional literacy activities for women are now linked to GGLS and other programs and creative strategies to support girls basic education are in the development process. Staff and organizational development in the area of gender programming has been strengthened by staff participation in the FACETS - Phase II Training; the AWID Conference and SC's advanced gender relations analysis workshop, *From Analysis to Action*.

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 64 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 woman-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 woman-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.

After five years of funding, Woman/Child Impact has become fully institutionalized at Save the Children. It is now the accepted overall organizing approach for all Save the Children programming. The Woman/Child Impact team has effectively facilitated the articulation and acceptance of six key Program Principles which guide all Save the Children international programs, and represent a central factor in guiding program and budget priorities. WCI core country programs are recognized within Save the Children for their quality and sustainability.

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, 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 woman and child-focused programs. In the third year, Save the Children's programs continued to be focused on women and children. In the fourth year of the grant, WCI placed greater emphasis on the institutionalization of Woman/Child Impact and program focus within Save the Children. This was accomplished through:

- review and modification of the program principles,
- formation of field-based FACETS teams, and
- increased emphasis on documentation and dissemination.

In the fifth and final year of the Grant, WCI emphasized consolidation and synthesis. FACETS teams became more prominent within and outside SC, and WCI strengthened SC's education and economic opportunities sectors through sector specific conferences. WCI has now become unquestionably the overall organizing approach and SC's key Program Principles are universally accepted within SC. Both are formally institutionalized in the Agency's next Three Year Plan, the International Programs Handbook, and in the Agency budget process.

Finally, as part of the closure of the Grant, WCI facilitated substantial discussion throughout Save the Children concerning the evolution of WCI, program quality, focus and cohesion. The results of these discussions are reflected in the concepts presented in the WCI-2 proposal. A significant departure in methodology from WCI during its first five years is the recognition that mutual reinforcement occurs within "locale specific clusters" but also between clearly defined geographic areas and the work of other organizations at grassroots, national and international levels. While program activities at the community level are critical, increasingly SC will seek to link lessons from those activities to policy makers and other practitioner organizations to expand its impact on the lives of disadvantaged children.

III. Monitoring and Evaluation

The fifth year of the WCI grant has significantly improved agency and partner capacity to measure program impact on the lives of disadvantaged children. A solid foundation for effective monitoring and evaluation of program impact has been achieved by building institutional capacity of field offices, linkages with local, national and international institutions, direct technical assistance to the field, and application of evaluation outcomes to the design of current and future programming.

1. Institutional Capacity for Monitoring and Evaluation

Bolivia

The Bolivia Field Office concluded an important impact evaluation during fiscal year 1996 in collaboration with the headquarters WCI team. The WCI impact study was concluded and analyzed. Implemented with the government social research institution UDAPO, the study focused on evaluating the impact of a five year multi-sectoral program consisting of interventions in primary health, women's literacy and micro-enterprise. The study produced a variety of important results which continue to be analyzed by the field and home offices for program application and improvement. To name a few: there were few statistically significant differences between Save the Children and non-Save the Children participants with regard to malnutrition 0-5 years of age; mortality rates for children 4 and 5 years of age in Save the Children areas were lower than for children in non-Save the Children areas; and point prevalence of diarrhea and malnutrition rates for 1 year olds and 4-5 year olds were also lower among children in Save the Children programs. The study shows a number of positive results related to process indicators. Save the Children groups showed greater use of Ministry of Health services such as assistance with births, the use of child health cards tracking vaccination and growth. In education the Save the Children group showed significantly more permanence in basic primary education among children 5-14 years of age than the non-Save the Children group. There was also statistically significant difference in the retention of girls in primary education than in the non SC group suggesting that the SC program has achieved some improvement in educational opportunity.

Haiti

The Haiti Field Office's monitoring and evaluation system continues to develop its capacity for multi-sectoral impact measurement allowing the program to evaluate the ongoing impact of programs across sectors. Action research using the ProMIS 2 system is currently evaluating and comparing the health practices/behaviors of women who participate or receive multi-sectoral services with those who are not benefiting from the Save the Children intervention. The Haiti Field office received technical support from Dr. David Marsh whose monitoring and evaluation visit included: a review and improvement of ongoing impact measurement systems; the identification of key "development" associations and action research questions; the exportation of ProMIS 2 data to Epi-Info;

and the drafting of programs for inter-sectoral panel studies; a draft proposal for analytic studies; and a review of the child nutrition “foyer” data set. The export of ProMIS 2 data to Epi-Info has now advanced the Haiti Field Office monitoring systems capacity to measure generic exposure (participation in women’s groups) and two important health outcomes (change in weight for age and complete immunization among those over age 9 months). A follow-up impact study to T.A. Whites’, “Study on the role of women in agriculture, the socio-economic status of women, and the status of SCF-supported “groupement” and womens’ clubs in Maissade, Haiti,” has been initiated which will assess program impact since 1993 among the original program beneficiaries.

Mali

Great strides have been made in the development of the Mali Field Office’s organizational research and evaluation capacity. Modifications and improvements in the ability to analyze and utilize data have been enhanced by the addition of a Research and Evaluation Specialist and an MIS specialist focusing on research/evaluation and Information Analysis. The ongoing impact carried out in partnership with Brown University and focusing on the relationship of education in formal and informal primary schools to health status and nutritional impact at the household level has recently been concluded. Partnership linkages have been actively pursued by the Mali Field Office to enhance the evaluation scope and impact on a national scale. The field office is now working with CERPOD to explore ways in which ProMIS data can be interpreted for country-wide application on such issues as migration and development, health and the family structure.

Bangladesh

During this fiscal year, the Bangladesh Field Office significantly strengthened its institutional capacity to provide technical support for evaluation to both Save the Children field programs as well as partner agencies. Through WCI-I funding, the Bangladesh Field Office’s information monitoring system has been upgraded resulting by the creation of the Management Information and Research Unit (MIR). The MIR Unit has developed a well-respected capacity in Participatory Rapid Appraisal (PRA). It has provided training in this research methodology to Bangladesh Field Office staff, World Vision, Action Aid, TARD, Concern, and Plan International. The MIR just completed the study “RTI/STD Risky Sexual Behavior in the Context of a ‘Conservative’ Society.” Focused in the Nasirnagar impact area, the study consists of three components: a study of the prevalence of gynecological morbidity of rural women; an examination of people’s perception of RTI/STD’s; and dissemination of findings to implementors and policy makers to take action. A second Empowerment Survey was conducted by the MIR in Nasirnagar with approximately 5,000 women. Multi-level analysis modeling is being used to compare a previous survey carried out in 1993 with the current study in order to link the concept of empowerment to its most powerful indicators. The fertility analysis will be completed through the Bangladesh Field Office’s ongoing partnership with the Population Council. Other research activities by the MIR Unit also include: a two-year

IFPRI study on household nutrition and new agricultural technologies; and a study on female workers in the garment industry funded by the Population Council. An upcoming study, supported by the Grameen Trust, on the impact of environmental degradation is also forthcoming.

Lebanon

A baseline study comparing Group Guarantee Lending and Savings (GGLS) borrowers and non-borrowers in urban and rural areas and in Palestinian refugee camps was conducted. The purpose of this study was to generate household profiles pertaining to economic, financial and social indicators for GGLS borrowers and non-borrowers in the above mentioned areas. Results from the study have provided essential information for establishing a development framework for GGLS activities outreach to the neediest women. It also helps staff target communities for GGLS promotional activities and for measuring project impact at a later stage. Results from the study indicate that 97% of GGLS participants were not using other loans to finance microenterprise (compared to 69% of women from control communities). GGLS participants and women from comparison communities were as equally likely as non-participants (32% vs 16%) to purchase items for children, but half as likely (25% vs. 53%) to buy items for the household. Point prevalence of diarrhea was the same for both groups. Mothers from both groups had similar expectations about ideal age for marriage for boys (25 years old for sons of GGLS participants, 24 for sons of non-participants) and girls (18 years old for daughters of participants and non-participants). More detailed results, such as stratification by place of residence (urban, rural, and Palestinian refugee camps) are available in the full report. The institutional monitoring and evaluation capacity of the Lebanon Field Office has been strengthened by the addition of a Monitoring and Documentation Specialist funded by non-WCI sources.

2. GGLS Monitoring and Evaluation

The research and evaluation specialist provided focused input into the GGLS Monitoring and Evaluation System, developed jointly by Economic Opportunities staff and an outside consultant. This system provides guidance to Save the Children field offices on the collection and analysis of data concerning the financial and programmatic impact of GGLS programs. Data from these surveys can be linked to ProMIS data using standard statistical packages through a unique individual identifier in ProMIS.

3. Multi-sectoral ProMis

The WCI Research and Evaluation Specialist worked with headquarters staff to develop a multi-sectoral impact measurement system which would allow the agency to assess the ongoing impact of programs across sectors. During technical assistance trips to Haiti, Bolivia and Mali, a longitudinal data collection system was developed to strengthen and

complement existing efforts with information about gender, education, early childhood development (ECD), GGLS, non-formal schooling, and adult literacy. With the enhanced monitoring capacity of WCI core countries, staff potential exists to evaluate such associations as the relationship between women's literacy and immunization rates for children and the linkages between credit and school completion rates for boys and girls.

The multi-sectoral impact measurement system has several unique features. It,

- *strengthens staff capacity to monitor and evaluate programs* by integrating Save the Children personnel into all stages of the evaluation process including hypothesis generation, analysis, interpretation of results, and modification of programs, based on findings.
- *empowers communities*, action plans for Bolivia and Mali contain explicit strategies for feeding back results to communities and enabling them to analyze and interpret results;
- *improves programs* by incorporating results of impact measurement into the program planning and implementation cycle; and
- *fortifies linkages* with local, national, and international research institutes, governments, donors, and development colleagues through active collaboration in the design and development of systems, dissemination, and use of results.

Partners in these on-going studies include CERPOD (the Center for Demographic Research in the Sahel), Brown University, and Johns Hopkins University (in Mali), the International Center for Research on Women (in Bolivia), and independent consultants.

4. Technical Assistance to the field

Over the past year the Research and Evaluation Specialist provided direct technical assistance in monitoring, evaluation, and action research to field offices in Bolivia, Mali, Jordan, Lebanon, West Bank/Gaza and Egypt. During the year, linkages with partnering institutions have worked to strengthen Save the Children's monitoring and evaluation capabilities. Joint evaluation efforts have been undertaken with the Population Council, the University of Alabama at Birmingham, and the SEEP network's evaluation working group. The Research and Evaluation Specialist also participated in the AIMS project to assess the impact of microenterprise services on enterprises, individuals and households. A paper is currently being co-authored on the above subject.

The Program Exchange Newsletter continued to serve as a vehicle for disseminating monitoring and evaluation tools to the field. Issues have included steps for choosing population sample size in quantitative studies and the lessons learned in ensuring data quality from the Sahel Field Office.

In conjunction with the Middle East Regional Training Officer, the Research and Evaluation Specialist organized a monitoring and evaluation meeting for Save the

Children field offices in the Middle East. Research and evaluation specialists and delegates from Jordan, Lebanon, West Bank/Gaza and Egypt attended the two day meeting held in Amman. Existing monitoring and evaluation systems in the Middle East were reviewed, various approaches to assessing the impact of single and multi-sectoral programs were examined, an action research agenda for Lebanon GGLS programs and multi-sectoral surveys in two other countries were developed, and an action plan for research in the region was proposed.

5. Measuring Cost-Effective Training Interventions

During the FACETS workshop, the Research and Evaluation Specialist, presented a review of FACETS team members' progress over the past year. Results were based on two surveys administered to all FACETS team members in September 1995 and March 1996. In September 1995, six of the eight original teams had selected a sector for gender analysis and seven of the eight teams had conducted debriefings. None had conducted gender analysis and only one-fourth of the teams had developed guidelines for gender sensitivity. However, by March of 1996, five teams had conducted gender analysis and four had developed guidelines and tools.

6. Monitoring Benefits to Children through Child Sponsorship

A sponsorship conference entitled, "Maximizing Benefits to Children," was held in Kent, CT September 4 - 10, 1996. The purpose of the Conference was to provide an opportunity for representatives from headquarters and sponsorship field programs to work together on strengthening and focusing Save the Children's strategy for benefiting children, specifically, sponsored children. Thirty-nine staff (20 women and 19 men) representing 13 field offices (including 3 in the US) and all departments in headquarters attended the seven-day conference.

The Conference addressed three questions:

1. What is a definition of "benefit" that incorporates the concept of responsible stewardship to sponsors and sponsored children and is consistent with Save the Children's Mission and guiding Program Principles?
2. What minimum level of benefit to a sponsored child is sufficient to satisfy the requirements of responsible stewardship to sponsors and the sponsored children?
3. How do we develop a management system that: a) allows for monitoring to ensure that all sponsored children are benefitting, b) provides the information needed to report back to sponsors on how we are fulfilling our obligations to them, and c) requires a reasonable level of financial and other resources?

The Conference resulted in a policy paper on child benefits representing a summary of discussions held during the three-month preparatory period and the Conference. The

paper addresses critical questions for the organization, from an increased emphasis on children's development, to refined sponsorship programming policies, to explicit standards for the level of benefits provided to sponsored children. The final policy paper will serve all departments in the organization and guide program implementors in the field.

IV. REVIEW AND ANALYSIS OF PROJECT RESULTS BY COUNTRY

BANGLADESH FIELD OFFICE

I. BACKGROUND TO GRANT AND PROJECT CONTEXT

With 122 million people, Bangladesh is the most densely populated country in the world (almost 800 people per square kilometer). The majority of the adult population is illiterate, with literacy for males and females at 44% and 23% respectively. Half of the total households are landless and survive on a daily wage labor.

One third of infants born in Bangladesh suffer from low birth weight. By international standards of protein-energy nutrition, only 6% of under-fives are well-nourished; 94% are underweight and/or stunted. The cumulative impact of these nutrition problems far exceeds the ravages of floods or cyclones.

Bangladesh is one of three countries in the world where the life expectancy of women is less than that of men - a disturbing indication of the discrimination against women that begins at birth. 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. The maternal mortality rate is one of the highest in the world (approximately 6 per thousand live births). Adolescent girls, most of whom are married before age 18, are generally at high risk when they bear their first child due to a lifetime of inadequate nutrition. By contrast, boys receive preferential treatment while girls are taught to be self-sacrificing. Generally, girls receive less food, are taken to health centers less often and are almost twice as likely to die between the ages of 1-4 years than boys.

Low female socioeconomic status is rooted at the family level and is perpetuated by society at large. 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. They have less access to employment opportunities thereby limiting, if not silencing their voices and decision-making capacities.

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. 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 Women/Child Impact program (WCI), the Bangladesh Field Office worked with Women's Savings Groups (WSGs) as a separate program component. New approaches and strong initiatives were required if Save the Children expected to effectively reach, expand and have a significant impact on poor women and their children in Bangladesh.

While the Bangladesh Field Office had resources for 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 a greater coverage.

The Women/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 at developing grassroots institutions aimed at empowering poor rural women, enhancing positively their roles in decision-making, and hence women's social status.

As a result of the WCI Program, FY96 witnessed a radical change in the Bangladesh Field Office. It has broadened and strengthened its implementation strategy by partnering with national, local and grassroots level organizations. It also provided technical assistance for program support to local implementors and service providers of capacity-building/institutional development and undertook an ambitious action research agenda which resulted in many published reports and studies.

II. PROJECT METHODOLOGY

The goal of the WCI program is to improve program quality and impact on women and children. Objectives achieved under the grant were:

1. strengthened sectoral strategies and integration of the various program components for greater impact on women;
2. enhanced 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;
3. strengthened 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;

4. incorporated and addressed gender issues into program activities;
5. established the Bangladesh Field Office as a leading NGO for children and women; and,
6. tested program models and their feasibility of replication through partnership and advocacy.

In response to the stated objectives of the WCI program, Save the Children looked for new ways to work with communities and developed alternative approaches. In Bangladesh, as in many countries, greater emphasis was placed on working with women's groups. Improving the socio-economic status of women is seen as a key strategy for improving the health and well-being of children and their mothers. These groups served as the locus for community action, health and child development activities, credit and training - the key mechanism for program implementation.

Future Vision - Child-centeredness

During the April 1996 Strategic Planning Workshop, the Bangladesh Field Office re-affirmed its commitment as a child-centered organization by adopting the organization's global mission statement: to make lasting positive changes in the lives of disadvantaged children. To this end, the field office seeks to influence both practice and policy through sustainable, integrated programs and through documentation and research.

Improvements in the status of women is one of the most critical underlying factors for improvements in children's lives and the development of the country. The Bangladesh Field Office recognizes the importance of ensuring that the focus is on children by consistently examining where linkages exist between different sectoral activities and how these linkages affect children's lives.

The Bangladesh Field Office's *strategic planning* exercise emphasized

- a clear focus as a child-centered organization with a sustainable, integrated approach, particularly addressing the inter-connected needs of women and children;
- partnering with local NGOs, INGOs and government bodies for programming, research and advocacy in order to build local capacity, acquire a national presence and enhance the ability to influence policy and practice; and,
- developing innovative models/ approaches/ materials, strengthening capacity to document and sharing program experiences to encourage replication of successful models.

III. MONITORING AND EVALUATION

One of the stated objectives of the WCI program is the institutionalization of the WSGs as local institutions within their communities. A workshop was conducted in 1996 to finalize the WSGs institutional framework in accordance with the revised detailed implementation plan.

A monitoring workshop was also held this year to strengthen the Bangladesh Field Office's program capacity by establishing an information system for all sectors where program modifications could be incorporated accordingly.

In September 1996, a USAID consultant conducted the final evaluation of the WCI program in the Bangladesh Field Office.

IV. REVIEW AND ANALYSIS OF PROJECT RESULTS

FY 1996 played an important role for the implementation, completion and strengthening of WCI in the Bangladesh Field Office. Begun in FY92, the Woman/Child Impact program has been successfully incorporated into the field office resulting in an enhanced capacity in training, staff development, research, gender analysis and institutional support to the Women Savings Groups (WSGs) through development education and practical knowledge on credit. During this reporting period, a USAID consultant conducted the WCI final evaluation.

Major accomplishments of this year are:

- Implementation of FACETS (Family and Community Empowerment Training Systems) Action Plan --- South Central Asia Area (SCAA) Regional Workshop on Gender Relations Analysis.
- Workshop on the Bangladesh Field Office monitoring system focusing on program integration and institutionalizing monitoring systems at all levels of program implementation.
- Completion, publication and distribution of Women's Savings Groups (WSG) curriculum (First Year) to the field for implementation.
- Development of Second Year WSG Curriculum.
- Workshop on finalizing the WSG Apex Body Framework including the Maturity Scale.
- Conducted Three Year Strategic Planning Workshop aimed at defining a new vision for Bangladesh Field Office based on SC's worldwide vision, Program Principles and Three Year Strategic Plan (1997-2000).

- Provided training on Participatory Rural Appraisal (PRA) to program staff from two national and three international organizations.

During the first year 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 and policy support for development processes that effectively reach that target group.

Grant activities during the second year largely concentrated on reorienting staff and communities toward the woman-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 saw 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. The organizational capacity of the Bangladesh Field Office has been considerably strengthened and programs increasingly are incorporating a gender perspective. It has been possible to make some assessment of progress toward program objectives and recommend revisions in some of the strategies and systems. Radical changes occurred at all levels of program design, especially in operations (e.g. scaling up from Tier I to Tier II strategy).

Year V witnessed many new initiatives and interventions. The most significant initiative concerned staff training in gender analysis and its incorporation into the program. The gender perspective has been reinforced in education and economic opportunities sectoral activities. The South and Central Asia Area (SCAA) FACETS team completed a regional gender relations training where senior and mid-level managers participated. In addition, Bangladesh Field Office staff were trained in gender analysis enabling them to have a better understanding of gender and its importance in program design and implementation. Scaling up was successfully achieved in the education and economic opportunities sectors through partnerships with national and government NGOs. The field office vision and mission were revised and strategic directions developed.

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, develop partnership initiatives with government and non-government agencies, and finally incorporate the gender perspectives within its staff as well as into programs.

ECONOMIC OPPORTUNITIES

Poor women of rural Bangladesh live in a situation where poverty, social taboos, natural calamities and other factors shape and influence their lives. They survive by being adaptive and looking for different niches to support themselves. The economic opportunities sector attempts to ameliorate their situation through its Women's Savings Groups (WSG) approach. The WSGs serve as vehicles which mobilizes and enables women to take collective action towards improving their socio-economic status and enhancing their empowerment.

While raising the awareness and skills levels of its members, WSGs are encouraged to articulate their priorities and institutionalize the whole process. Different initiatives have attempted to help women deal with government bureaucracies and NGO's financial or non-financial services. For example, health committees formed within the WSGs now work with government-led initiatives, such as EPI and family planning.

Health, credit, group mobilization, and early childhood care and development are the key foci of the WSGs. One of the major achievements in FY96 is the publication of a full set of first year curriculum which contains information on the above-mentioned sectoral areas. Divided into four parts, the curriculum was distributed to the community development promoters to disseminate in the WSGs' weekly meetings. Promoters were given a two day orientation and an elaborate training on the curriculum.

In April, a workshop was organized to finalize the WSG institutional framework and maturity scale. A time frame was established to phase-over responsibilities to the WSG members at the end of the year 2000. At that time, an association or union and thana federations will be formed and managed by the WSG members themselves. During this time WSG members will receive training in management, skills development, and other relevant activities. Sectoral representatives from health, credit and savings management, and education will be included in the federations to implement programs.

The partnership between Save the Children and the Association for Social Advancement (ASA) provides the WSGs an opportunity to benefit from ASA's savings and micro-lending products and services. Cooperation between the WSGs and SC/ASA gained considerable momentum this year. As of September 1996, \$299,280 (taka 12 million) had been made available to the members of the WSGs. These women are members of 264 SC/ASA groups out of 275 groups. Out of 5,014 members, 4,055 received loans from ASA. Most of the borrowers have invested their money in more than one scheme. Depending on a woman's household economic reality, borrowers invest part of their loan in ready cash-generating work, such as buying hens, ducks and selling eggs or birds in order to meet their weekly payments. The remainder of the money is used for goat and

cattle raising, petty trading, rice processing, increasing the seasonal stock of agricultural products, boat manufacturing, fish trading, fish net making, or fish net purchasing.

	as of September 1996		Total
	SC/ASA	SC	
# of groups	275	382	657
# of members	5014	6300	11314
# of members receiving loan	4055	408*	4463
Amount of loan disbursed (taka)	11971200	936100*	12907300
Average loan size (taka)	2952	2294*	2892
Recovery rate	99.97	100*	99.99

Note: asterisk marked figures are for only Dharmandol union of Nasirnagar Thana.

Dharmandal Health Financing Scheme

In FY96, the Bangladesh Field Office initiated an experimental scheme in self-financed health service delivery in the Dharmandol union of Nasirnagar thana. This has introduced a micro lending system for the WSG members with the health financing scheme. Health costs are covered from the income of WSG members' income-generating projects at a subsidized rate. ASA is not involved in this credit program. Similar to other SC/ASA borrower groups, these WSGs are receiving the curriculum combining the messages on credit, group development, health and early child care on weekly basis in the group meetings. Women are becoming more socially aware on these issues and working to achieve empowerment in their socio-economic situation by using credit for income generating activities as well as benefiting from the health financing scheme. Under this scheme, 408 WSG members have received loans from the fund amounting to US\$23,403 (taka 936,100).

In addition to WSG formation, training activities and micro-lending credit schemes, the economic opportunities sector has diversified its into the areas of pond fishery and homestead production to benefit women and children, their families and the community at large.

Pond Fishery

Fisheries in the Nasirnagar haor area provide nutrition, income and employment opportunities for the poor. However, large scale water abstraction, embankment, siltation, erosion and over exploitation has had a devastating effect on fish stock. The World Food Programme assisted with pond re-excavation and fish cultivation as a solution to the problem of fish production. During this reporting period, a total of 20 ponds covering 13.58 acres of water body were developed by reexcavation and brought under fish cultivation. Four derelict ponds were completely reexcavated. About 369 WSG members received direct benefit from fish culture activity. A fisheries extension worker is being appointed to provide training, technical assistance and regular follow-up visits to the WSGs to make the program more effective. The Bangladesh Field Office plans to

establish a relationship with Bangladesh Fisheries Research Institute and the International Center for Living Aquatic Resources Management (ICLARM), a Manila based organization working in Bangladesh for improved fish culture technologies and continuous backup support.

Homestead Production

This program offers WSG members and their families a way to increase overall production from their land by relying on existing resources. It has enabled WSG members who own small plots of land to increase their income as well as raise the nutritional level of their children and families. Under the close supervision of eight promoters, two demonstration assistants, a core trainer and a project coordinator, WSG members have established 726 vegetables gardens. By selling their surplus produce, the winter groups earn, on average, taka 141 per decimal of land. A total of 1,050 decimal homestead land is used for vegetable cultivation. The average income during this quarter was higher than the previous one.

To strengthen and promote closer collaboration between government and nongovernment organizations, the project trained 205 senior staff as well as field level NGO staff and twenty government extension workers. NGO participation, quality of training and other inputs, such as home visits, appear to be successful. The beneficiaries in the localities have adopted the improved technologies and practices for vegetable gardening. A total of 1,500 WSG members have participated in home gardening trainings. To promote school gardening, 1,010 students from eight high schools in Nasirnagar thana have been trained and provided with seeds for homestead gardening.

Another component of the program is to raise awareness about environmental degradation with the WSG members by establishing eight micro-nurseries containing 34,556 fruit and timber trees. Within one year, these nurseries proved as an important source of income for the families involved. The Bangladesh Field Office will conduct a pilot integration program in one union which will include a nutritional rehabilitation component using the positive deviance approach.

According to contract, the homestead production project ended in June 1996. Additional funding in the amount of US\$ 18,504 (taka 758,566) has been secured through the ODA/ASSP which covers the period from July to December 1996. A multi-year proposal has been prepared and submitted to the ODA/ASSP to continue the activities under this program.

2. EDUCATION

Child-to-Child (CTC) Program

Under this component, program staff reviewed and modified the existing curriculum based on the field experiences of the trainers and sponsorship assistants during the reporting period. The curriculum was redesigned in conjunction with headquarters

technical assistance. A series of training workshops on the revised curriculum were held for eighty-six CTC trainers, ten sponsorship assistants and three E/ID organizers. The draft of the post K/P survey report was completed in September 1996.

At present, fifty three groups CTC groups composed of fifteen children and two trainers have been formed and who are responsible for training and educating other children to improve the status of the community on health practices, language skills, drama and games. A total of 700 sponsored and non-sponsored children (ages 8-10, 50% boys and 50% girls) and 106 trainees (adolescent girls and boys) have been trained. An additional ten CTC groups are being formed in order to increase access for 150 children and twenty trainers in the impact area. All preliminary tasks, including the selection of children and trainers, procurement of required materials (revised curriculum and incentives) have been completed and the team plans to provide training to the new trainers in October 1996.

Early Childhood Care and Development (ECCD) Program

Phase I of the program concluded in December 1995. Depending on the results of the post K/P survey conducted during 1996, the Bangladesh Field Office will expand the ECCD program to include all its WSGs. To consolidate the impact of the ECCD program in Phase I, the ECCD promoters continued with three existing ECCD groups and two new WSGs for another six months (January-June 1996). At present, the education sector is prepared to expand to the existing 480 WSGs.

Three representative from OMWE received practical training on ECCD group facilitation, therefore initiating Phase II of the pilot project. OMWE implemented its ECD activities and a post-intervention survey is underway. The third component of the OMWE project, introducing ECD activities in formal schools, has proceeded and will be completed by December 1996.

In Phase III, the ECCD program was introduced into two formal schools in Nasirnagar and Kasba. To promote the learning process of disadvantaged children, a large number of instructional games, activities and materials were developed. The expanded phase of the pilot project of ECCD in Nasirnagar ended in June 1996. The integration of this program into the WSG program will be finalized after the findings from regular monitoring and home visits are incorporated into the curriculum. The curriculum will be revised with the assistance of a headquarters education specialist, a local consultant and the Bangladesh Field Office team. ECCD materials developed in Phase III will also be redesigned and integrated into the WSG program.

Phase III activities were introduced to two government primary schools in the first and second grades during this reporting period. Four teachers have been trained on the ECCD methodology and the use of reinforcement materials to improve the academic performances of disadvantaged children in the early grades of formal schooling. As incentives for schoolteachers and children, material, such as sports equipment, play materials, umbrellas, chalkboards and supplementary reading materials were provided.

Based on the recommendations of the headquarters Education Office as well as information collected through field testing of the materials, the ECCD curriculum was revised and finalized by a local consultant. As stated above, the ECCD program will be incorporated into the WSG program and shared with local NGOs (e.g. VERC) interested in introducing the ECCD program to their own impact areas.

External consultants (who will jointly be decided between Save the Children and UNICEF) will conduct an evaluation in February/March 1997. This evaluation will be followed by a final report documenting the impact of ECD activities in the three program phases.

The proposed ECD material and training unit is being established in partnership with GSS and is expected to play a leading role in extending ECD concepts and materials in Bangladesh through local NGOs and government organizations.

The Bangladesh Field Office assisted a local NGO with the establishment of child care centers and creches for the children of garment workers in an urban slum. The field office produced an advocacy video for use primarily with the Bangladesh Garment Manufacturers Association and local donors to encourage their active involvement in supporting the establishment of child care facilities.

Also, the Bangladesh Field Office assisted GSS with the revision and improvement of their baby class curriculum and activities in selected schools in Mymensingh and Dhaka urban slums. An orientation training for staff and teachers of GSS schools was held in May 1996.

Adolescent Family Life Education (AFLE) Program

The curriculum for Adolescent Family Life Education (AFLE) was finalized and three high schools were selected for its implementation. Both girls and boys in grades 6-9 will participate in the program and one period each month will be devoted to AFLE. In mid-July 1996, field workers, supervisors and teachers received an orientation to the program followed by a training of the teachers and supervisors on the program implementation mechanism and curriculum.

Mobile Library

To create a demand in the community for education in general and literacy in particular and to enhance the literacy skills of the neo-literates, irrespective of age, gender and culture, a library program was introduced in Nasirnagar with the help of sponsored adolescent girls and boys as library volunteers or assistants. Volunteer supervisors were trained on operating the mobile library in an efficient way. Currently, thirty-four libraries are operational and due to high user demand, a large number of new books have been added. The Bangladesh Field Office plans to open ten additional libraries where the demand warrants it. In preparation for these ten libraries, books, incentives and other necessary materials have been secured. It is anticipated that the ten libraries will be operational soon.

Non-Formal Primary Education (NFPE)

In partnership with GSS, three out of the eighteen basic schools for out-of-school children in Save the Children's impact area were established and the land procurement process for the remaining fifteen schools is in progress.

Education Workshop

Nineteen participants from five Save the Children regional offices participated in the South and Central Asia Area (SCAA) Education Workshop, held in October 14-19, 1995. The workshop provided a forum where the participants could review their country programs in education. It also focused on developing advocacy materials for parents and community orientation and identifying new opportunities for the ECCD and NFPE program. Participants were encouraged to explore new ideas and program strategies as well as identify the needs for technical assistance within SCAA.

3. HUMAN RESOURCE DEVELOPMENT/TRAINING

Human resource development has always been an integral part of the Bangladesh Field Office's program. Trainings conducted during this reporting period continued to focus on strengthening the facilitation and communication skills of staff and community promoters thereby enabling them to transfer the skills to members of the WSGs and other beneficiaries. In support of enhancing staff capacity, various training programs were designed and conducted. Some of these trainings and workshops are cited below.

1. In April, a two-day workshop was held to finalize the apex body formation for all the WSGs of Nasirnagar was held. A model was developed, which will be implemented at the beginning of FY97.
2. As one of the Bangladesh Field Office's stated initiatives, partnerships and institutional development (P/ID) trainings were conducted in FY96. In June, staff held an organizational development training for local, grassroots organizations, Kunda Adarsha Mohila Samaj Kalyan Sangha (KAMSKS), which emerged from the WSGs of Nasirnagar. In May, the education team organized a training workshop for a national organization, Gono Sahajjo Sangstha (GSS), in order to initiate the ECD program in the baby classes of its basic schools.
3. Training Support on Participatory Rural Appraisal (PRA) was provided to forty program staff from World Vision and Action Aid of Bangladesh. These trainings aimed to develop a core facilitator group in PRA within their own organizations.
4. In May, the South and Central Asia Area FACETS team facilitated a five-day training in gender relations analysis for twenty five participants which included the Save the Children staff from Nepal, Bhutan, Bangladesh, and Pakistan/Afghanistan as well as staff from two Bangladeshi national NGOs. Both the WCI Director and the WCI Training Specialist, provided support and technical assistance to the FACETS team.

The purpose of the training was three-fold: to incorporate the results of gender relations analysis into program design through the practice of gender relations analysis; to establish indicators of success; and to provide field offices with a framework in which to review documents and evaluate programs from a gender perspective.

5. A seven day conference on Early Childhood Care and Development was held in June in Manila, where twenty-four participants shared their country experiences from South East and South Asia.
6. The WCI Program Officer attended the FACETS II Workshop, also in Manila.
7. A three day Strategic Planning Workshop was held in April to finalize the Bangladesh Field Office's future directions, as well as to consider its role in the development arena of Bangladesh. The field office vision was revised to reflect the broader vision and mission of Save the Children and its key program principles. A strategy was developed for the program operation and development of the Bangladesh Field Office.

Training Conducted/Imparted During this reporting year (October 1995 - September 1996):

Type of training/workshop	Type and # of participants	Month/Duration (Days)	Objectives of training
P/ID	FOD,PD, sector chiefs, POs, cluster coordinators, POM (18)	December (3)	Practical knowledge on P/ID and its scope of applications
Financial Management	Office assistants, Cluster Coordinators, POM, Project Coordinator (14)	December (2)	Enhance capacity on financial management
Business Planning Workshop	PD, EOC and ASA staff (3)	December (14)	Knowledge and skills on Business Planning of micro lending program
Theater for Development	Training Coordinator, Program Officer (2)	December (5)	Practical knowledge on theater for development and its scope of applications
BFO Integrated Monitoring System	All senior program staffs (18)	November (3)	Design tools for BFO program monitoring system
Grant Management	FOD, Finance Chief (2)	November (6)	Knowledge and skills on grant regulations
TOT for CTC trainers	CTC Trainers (26)	November	Practical skills and guideline on CTC program
Family Planning	Field organizers and project Coordinator(18)	November	Knowledge on family planning and its implications
SCAA Education Workshop	SCAA participants(20)	November	Share experiences on education program of SCAA
Group Management and Development	WSG's Leaders (60)	January (3)	Skills and knowledge on group management and development.
Micro-enterprise Development on off and on farm activities	Women's Savings Group members (140)	January (3)	Capacity building on off and on farm economic opportunities activities
Training of trainers	E/IDO (3)	January (7)	Skills on training methodology
Participatory Rural Appraisal	Senior Manager, World Vision of Bangladesh (24)	January (7)	Provide technical assistance to World Vision of Bangladesh to enhance their capacity on PRA

Family Planning	Community and Opinion Leaders (379)	January (2)	Enhance community mobilization for accepting Family Planning for safe motherhood and child care
Group Management and Development	WSG's Leaders (82)	February (3)	Skills and knowledge on group management and development
Credit Management	WSG's Members (130)	February (3)	Skills and knowledge on credit management
Family Planning	Community and Opinion Leaders (150)	February (2)	Enhance community mobilization for accepting family planning for safe motherhood and child care
Advance Family Health Communication	Senior Program Officer (1)	February (14)	Skills and knowledge on advance family health communication
Family Planning	Community and Opinion Leaders (62)	March (2)	Enhance community mobilization for accepting family planning for safe motherhood and child care
Micro-enterprise Development on off and on farm activities	Women's Savings Group Members (54)	March (3)	Capacity building on off and on farm economic opportunities activities
Group Management and Development	WSG's Leaders (237)	2	Skills and knowledge on group management and development.
Micro-enterprise Development on off and on farm activities	Women's Savings Group members (490)	2	Capacity building on off and on farm economic opportunities activities
Safe delivery	Traditional Birth attendants (522)	21	Enhance technical knowledge on Safe delivery and motherhood
Family Planning	Community and Opinion Leaders (1926)	2	Enhance community mobilization for accepting Family Planning for safe motherhood and child care
Credit Management	WSG's Members (67)	2	Skills and knowledge on credit management
WSGs Session	Community Development Promoters (51)	3	Skills, knowledge and practical demonstration on WSGs Session facilitation
Cost recovery	Program Director, Economic Opp. Coordinator	5	Knowledge and techniques on cost recovery programming
Child Rights	Program Officers (13)	3	Clearer Understanding and use of Child Rights in programming
Woman and Child development for the 21st century	Program Director, Sr. Medical Officer, WCI Program Officer	June (2)	Sharing experiences for developing future directions
FACETS phase II	WCI Program Officer	June (7)	Advanced methods and advocacy building capacity on gender relations analysis
Facilitation Skills on development communication	Community Development Promoters(71)	July (3)	Practical knowledge and skills on development communication
Participatory Rural Appraisal	Senior Managers of Technical Assistance for Rural Development (TARD) (20)	July (7)	Provide training to TARD staff to enhance their capacity on PRA
WSG Curriculum	Mid level Managers (16)	July (2)	Better understanding on the whole Year 1 WSG curriculum
Skills development on WSG curriculum	Community Development Promoter s (71)	August-Sep. (6)	Better facilitation skills on WSG curriculum
WSGs Federation exchange visits	Sr. Program Officers (8)	August (5)	Orientation on WSG federation formation and its organizational growth
Organizational Development	Grassroot level Organization staff (18)	September (3)	Understanding and skills on various aspects of Organizational development
Gender Relations Analysis	Dhaka and Impact Area staff (32)	September (3)	Knowledge and skills on GRA and its implementation in programs

4. MANAGEMENT INFORMATION AND RESEARCH (MIR)

Research and documentation are at the core of the Bangladesh Field Office's development strategy and one of the major requirements of WCI. Through research and documentation, the Bangladesh Field Office has contributed to a broader understanding of development processes policy dialogue in Bangladesh. During this year, the Bangladesh Field Office published the following reports:

1. Listening to Voices of Women: This qualitative, in-house study explores the impact of Save the Children's integrated program for women in Ghior. Staff were very involved in preparing this study both as data collectors and key informants.
2. PRA: A Report on Women. This report presents the findings of an PRA exercise in Nasirnagar carried out by BFO staff. It contains an appraisal of the present condition of women; an appraisal of women's health problems and the impact of Save the Children's health education program; and, issues of adolescent girls education in a swamp land.
3. Ongshogrohonmulak Porjalochona: Mohilabishoyok Ekti Protibedon. This is the Bengali version of PRA: A Report on Women.
4. A User's Manual for PRA application: In Bengali, this PRA manual was produced as an outcome of the PRA training workshop held in Nasirnagar. Staff will find this manual invaluable when carrying out PRA. This report will also be useful to other PRA practioners in Bangladesh.
5. A Statistical Abstract on the Population in Save the Children/USA's Impact Area: This statistical abstract is based on ProMIS data. It compiles and presents the population-based data collected and computerized by the Bangladesh Field Office from 1986 to 1993. The tables presented provide valuable socioeconomic and demographic information. Preliminary analysis of the data is also presented in this abstract. A consultant from the Bangladesh Institute for Development Studies (BIDS) compiled the abstract.

The Bangladesh Field Office shared these publications with policy makers, implementors and researchers. Distribution of these reports generated high interest in the field office's program, database and research activities and expertise. The Bangladesh Field Office has responded to the overwhelmingly positive reception of these reports by reprinting many of them.

A study on Community Perception and Behavior towards Children's Education was carried out in the Nasirnagar impact area to design an appropriate non-formal education program. This study was conducted in collaboration with a researcher from Dhaka University.

SC/ASA Credit Program: A Review: This is a collaborative study conducted by the MIR coordinator and a researcher from Dhaka University. It combines both qualitative and quantitative methods and attempts to define the beneficiaries of the SC/ASA credit model as well as to assess the progress to date of the credit model. The study also examines those who are excluded and the reasons for their non-participation in the SC/ASA credit program. The study makes some specific recommendations for improving the program quality.

Repeat Survey on Women's Empowerment: As part of the Bangladesh Field Office's larger research program to assess the degree to which the WSG program is able to reach its empowerment goals, a baseline survey on women's empowerment was conducted in Nasirnagar Thana in 1993. In 1996, a repeat survey was conducted which covered over 6,000 women.

Impact of WSGs on the Socialization Process of the Girl Child: This study was undertaken by an independent national researcher and completed this year. The study attempts to explore whether WSG program brings about a lasting change in gender relationships with a major focus on what it implies for the girl child.

RTI/STD and Risky Sexual Behavior in a "Conservative" Rural Setting (a draft report) was submitted to the Netherlands Embassy. The report has been finalized and prepared for publication.

A draft report based on rigorous analysis of RTI/STD Prevalence Survey data was prepared. This part of the study report is now being finalized.

Analysis of the Repeat Survey data on ECD has been completed.

KPC data was analyzed during this period for the Child Survival-8 Evaluation. The major findings concluded that the FHPs, as part of Save the Children's commitment to woman-focused, child-centered programming developed as part of the WCI program, are connected to WSGs, a potentially sustainable community institution which seeks to provide economic resources and vital information to its membership. The FHPs often provide educational and motivational messages at the WSG weekly meetings and home visits. Virtually all services are delivered by public facilities or private practitioners in the area. The project targeted these service providers in order to improve their availability, skills and the quality of their health advice. Thus, SC has made important, albeit limited, to the supply side of the service provision equation.

Monitoring Initiatives

In December 1995, a monitoring workshop was held with MIR staff, program managers and field staff in order to make the monitoring system more responsive to changing program needs. Draft monitoring tools for different programs were developed.

PRA technical assistance and training was provided to World Vision in February 1996. World Vision had requested a series of trainings on PRA methodologies from the Bangladesh Field Office. PRA training was also provided to Action Aid in May 1996. In August, a training on PRA was provided to Technical Assistance for Rural Development (TARD) and CONCERN.

In April 1996, a PRA was organized by the Bangladesh Field Office in two villages of Gazipur District for Plan International to design their program using participatory methods. For this purpose a situation analysis which contained guidelines for identifying the needs and constraints of various groups was produced. The final report on the PRA was submitted in June.

Conference Presentations

A presentation was made to the PRA Network members on a few of the methodological issues which emerged from PRA trainings. I

RTI/STD and Risky Sexual Behavior in a "Conservative" Rural Setting (a draft report) was presented a seminar. It was also presented at the Seventh International AWID (Association for Women in Development) Forum held at Washington in September 1996. The author of this study was interviewed on the air by the Voice of America.

SC/ASA Credit Model: A Review, a report which looked at the different credit models implemented by NGOs in Bangladesh, was distributed at a seminar organized by CCDB.

Since June, the Bangladesh Field Office has been involved in a research project with the Population Council titled: From Snake Gourd to Shirt Collars: A Study on Garment Workers in Bangladesh. In recent years, Bangladesh has seen rapid growth in this industry. Several hundred thousand female workers are in the garment industry and the numbers are growing steadily. This has opened up entirely new opportunities for young women who, in days before the industry developed, could have expected a life course of little education and early marriage followed by childbearing. A very significant result of women's employment in this sector is their ability to receive a regular cash income considerably greater than that of their male family members.

The major underlying hypothesis of this study is that such a marked and rapid rise in income earning capacity of large numbers of young women has enormous consequences for women and their families and communities. The study examines the affect and impact of this increased mobility, freedom to move outside the family home, earning capacity, and increased control over the lives of garment workers, their families and the community at large.

The Bangladesh Field Office successfully negotiated its involvement with the International Food Policy Research Institute (IFPRI) in a qualitative study on micronutrient/ intra-household impact of transfer of modern agricultural technology to

women. The study will focus on social dynamics; dynamics of women's participation in NGOs and access to new technologies; affects of their participation (and possible increases in income) on intra-household relationships; and social and cultural factors affecting women's status within the family and the community. This study will also look at how woman-focused programs help to bring positive changes in the lives of children. The study is a part of a multi-country WID Project undertaken by International Food Policy Research Institute (IFPRI) in which Save the Children will be the implementor of this project.

The Bangladesh Field Office initiated a study looking at different child care options for female garment workers and exploring possible areas for intervention. Two graduate students from the Tufts University are working on this project with local researchers from ICDDR,B.

The data and routine report on Empowerment Repeat Survey was submitted to the Bangladesh Field Office. Data from Baseline and Repeat Surveys will be used to conduct multilevel analysis of women's empowerment and women's empowerment and fertility behavior in collaboration with researchers from the Population Council and the London School of Economics.

V. MANAGEMENT/HEADQUARTERS SUPPORT

In this reporting period WCI Home Office contributed funds for several staff development opportunities including the following:

In May 1996, a gender relations analysis training organized by the South and Central Asia Area FACETS team for twenty five participants including two partner NGOs. The WCI Training Specialist and the WCI Director provided technical assistance.

The Bangladesh Field Office Program Director, Medical Officer, and WCI Program Officer attended the "Woman and Child Development for the 21st Century" Conference in Manila, Philippines in June 1996. The WCI Program Officer also participated in the week long FACETS Phase II workshop.

Specialists from ten countries attended and participated in a joint Save the Children/Redd Barna ECD Asia Regional Workshop (which was funded by WCI) in Jomtien, Thailand in June 1996.

The Economic Opportunities Coordinator attended the Women MicroEnterprise Network Workshop in September 1996.

WCI also funded participation costs for an ASA staff member to attend the Group Guarantee Lending and Savings Workshop held in Bolivia in September 1996.

The Research Coordinator attended the AWID conference in September 1996.

VI. Lessons Learned

1. Through ECCD program, the Bangladesh Field Office discovered that ECD is a program niche for the agency. A sequential ECD program such as home-based parenting education, center-based child care options, relevant baby class programs and child-centered learning methods in lower grades of primary schools would be beneficial for disadvantaged children in completing their primary education cycle.
2. The child-to-child program proved how effective older children/siblings can be as trainers of younger children and how both groups can improve the quality of life in their communities.
3. Through partnerships, NGOs are beginning to recognize their comparative strengths thereby reducing the possibilities of duplication. The partnership with GSS is a case in point where the Bangladesh Field Office provides technical assistance to GSS in their baby ECD classes offered at their basic schools, while GSS implements the non-formal primary education program in an area where the Bangladesh Field Office has historically worked.
4. The SC/ASA credit model with the Women's Savings Groups (WSGs) in the Nasirnagar impact area have been very successful. In fact, the Bangladesh Field Office plans to replicate this credit model in other areas through partnerships with local NGOs, national NGOs and international NGOs. It will also introduce the WSG curriculum developed in its replication.
5. The process of institutionalizing the WSGs as "federations" was completed in FY96 thereby ensuring their sustainability. By enhancing the capacities of WSGs, village women will be able to articulate their own priorities and demands and enable them to address, as a collective, their concerns to their local government and NGOs. These federations have the potential to function as entry points for a broad range of interventions aimed at benefiting women and promoting children's survival and optimal development. Save the children cluster level staff and the "front line" community development promoters will take the lead role in promoting the WSGs development as self-sustaining rural institutions. The initial focus is on the individual group and a maturity scale has been developed which will assess the degree to which the groups will be able to function independently.

Having established many of the WSGs as federations, attention in FY97 will turn to working with village groups. The Bangladesh Field Office plans to support the development of effective sectoral committees in health, education, economic opportunities among their members. There will be considerable emphasis on the development of a federated structure -with apex bodies at union and thana level. Over the next five years, the aim is to establish these groups as community-based organizations. By focusing on the institutional development of WSGs, the Bangladesh Field Office will

ensure their sustainability and empower them to establish linkages, access to and control over services, and training opportunities and mobilize resources.

6. The Woman / Child Impact program has served as an important organizing framework for the Bangladesh Field Office. Using the WCI approach has confirmed the inextricable link of a mother's well-being on the status of her children. Under this grant, the Bangladesh Field Office has designed mutually reinforcing programs in education, economic opportunities, health and natural resource management to improve the lives of women and children. Program integration has been an essential strategy in achieving the broader field office mission.

7. During this reporting period, the Bangladesh Field Office strengthened its partnership strategy and approach. Bangladesh field staff now work with partners in virtually all sectoral areas. In health, the Bangladesh Field Office coordinates with government's department of Health and Family Planning at the district, thana, and village levels. In economic opportunities, the collaborative credit model with ASA has strengthened and solidified. In sustainable agriculture, the Bangladesh Field Office trains extension workers of over thirty local NGOs. In training, the Bangladesh Field Office provides training and technical assistance to partners with specific activities. Early childhood development activities are implemented with the government and NGOs.

All of these partnerships represent a departure from the previous mode of operation. Prior to the WCI program, the Bangladesh Field Office relied on its own internal resources, human and material, for program development and implementation. The WCI program encouraged a more outward-looking approach by emphasizing the importance of sustainability, integration, and the ability to measure impact. As a result, the Bangladesh Field Office has greatly expanded the scale and scope of its coverage by replicating its program successes through partner and influencing national policies. These changes have brought about institution-building benefits for the Bangladesh Field Office as well as its partners.

8. Developing and strengthening of staff capacity was another emphasis in FY96. Various staff attended a number of trainings, workshops and conferences.

BOLIVIA FIELD OFFICE

I. BACKGROUND AND PROJECT CONTENT

The following annual report constitutes the final report on the Woman/Child Impact (WCI) activities of the Save the Children's Bolivia field office implemented. During the period from October 1, 1995 to September 30, 1996 the Bolivia program completed its fifth year as a core country of the WCI grant. In FY 96 the Bolivia field office continued to consolidate the WCI program development of the key program components and prepare for the phase over of WCI financing. These programs include the following:

- Women's Microcredit Guaranteed Group Lending and Savings
- Primary School Enrichment
- Women's Post Literacy and Continuing Education

The program was evaluated by an external evaluator, Mr. Philip Boyle, during the months of November/December 1995 as part of a AID/W final evaluation of the WCI grant. In general, the results of the evaluation were positive and constructive to the Bolivia field office in dealing with the complex issues of program transition, field office's gradual phase over of its Inquisivi program, and issues of gender focused, programming with rural women in Bolivia.

The Bolivia field office also completed a comprehensive program impact study with support from the WCI technical team in headquarters, particularly the Evaluation Specialist. The field office carried out the study with the collaboration of UDAPSO, the principal government research institution. By comparing program results between WCI supported communities versus results in a control group of non-Save the Children communities, the study provided valuable information with respect to the effects of program sectoral integration, the effects of women's participation in literacy and credit on leadership roles and abilities, and participation in community development, and other important gender related variables.

Both evaluations have been valuable in shaping the future program strategies of the Bolivia field office in its phase out of Inquisivi and the expansion of its multi-sectoral program to Oruro Department which began this past March. Interestingly, at least two of the program interventions which the WCI grant supported in Inquisivi will be continued in both areas; primary school enrichment and women's micro-credit programs are expected to be initiated in Oruro and continued in Inquisivi. Women's post-literacy and continuing education will also continue in Inquisivi, although with a smaller number of groups, and with more emphasis on new modules that will complement the curriculum completed during FY 96. This curriculum focused on reinforcing practical reading and writing skills as well as mathematics was completed by thirty-nine groups during FY 96. New modules in women's leadership, health and nutrition are still pending development

as part of the continuing education initiative in Inquisivi and will be offered to groups during the final two years of Save the Children's work.

The women's micro-credit program has evolved to a level where the issue of "graduation" of certain solidarity groups will occupy the final phase of the program in the post WCI period. The revolving fund has grown sufficiently large to be able to absorb many of the costs of delivering the program. While the initiative is still not self-financed, the Bolivia field office will be able to continue in the interim to support Group Guaranteed Lending and Savings (GGLS) activities in Inquisivi until a new financial entity is identified. At present, there are three local NGO's with micro-credit programming expertise which are already operating in the province, ANED, or with strong prospects for start-up in FY 97, PRODEM and Freedom From Hunger. In Oruro a recent feasibility study conducted by a local NGO group specializing in social sector/micro-enterprise research, demonstrated a strong potential to replicate Save the Children's credit experience in Oruro rural and peri-urban communities.

II. PROJECT METHODOLOGY

The project methodology used to implement the women's literacy and post-literacy/continuing education program was an evolving one that was influenced by lessons learned along the way and by the mid-term evaluation conducted by the International Center for Research on Women. After having implemented a women's literacy program that essentially produced functional literacy skills in 1,196 women, Save the Children began a post literacy and continuing education program in FY 96.

The program suffered an impasse as it completed the SENALEP thirty-two lesson literacy curriculum directed at fifty-three groups of women and a few male participants. The methodology was developed by the now defunct agency of the government, SENALEP, which made use of community volunteer monitors and Save the Children staff acting in a supervisory role. In spite of Save the Children efforts to facilitate an incentive for the monitors provided by the women's group, this modality in the methodology did not succeed. Another important element of the women's literacy program methodology should also be mentioned. Literacy and credit were interconnected as requisites for participation in the women's groups. A loan could not be secured if the woman was not a literacy participant. This condition was removed from the methodology during a change of field office Directors in 1994 and later corroborated by the mid term evaluation.

Another key change in the methodology occurred with the mid-term evaluation in late 1994 and later again, was subjected to further modification after the final evaluation. The issue pertains to what type of activities are acceptable for women's continuing education. The mid-term evaluation came out strongly against the continuation of the more traditional handicraft activities offered to women (e.g., weaving, embroidery, sewing etc.). Recreation was also discouraged. The implementation of this recommendation caused a major loss in Save the Children's credibility and participation among many of

the women's groups. Interestingly, the final external evaluation conducted by Philip Boyle once again raised the issue regarding the content of women's continuing education. While the evaluator did not take a definitive stand, he recognized the difficulty in maintaining the cohesion of the groups in the absence of handicraft activities. With continued concern for Bolivia field office's ability to assemble women and maintain group cohesion, staff carried out an assessment and a decision was taken to allow women to structure their meeting time in they way they wished.

The issue of demanding a fee for services in a continuing education program is still open to debate as the methodology is reviewed in light of its possible introduction in Oruro. While a fee-for-service is very laudable, until the program is institutionalized and recognized broadly for its quality, it is very difficult to convince poor rural women to participate and pay a fee for an educational activity. Other NGO's complicate this with the use of food and other incentives to encourage participation in training activities. The Bolivia field office examined the issue of incentives as well as a fee-for-service and concluded that the field office did not have to offer incentives for participation. On the other hand, the Bolivia field office did not succeed with the notion of a charging a fee-for-service. Since education is generally perceived in Bolivia as a right and free of charge, a fee for service type provision will be incorporated only after considerable piloting of the continuing education curriculum and methodology, recognition by the National Secretary of Education, and accreditation as represented in a diploma. With these steps, possibly a fee for service requirement may succeed. The Bolivia field office program, unfortunately, did not reach this level of sophistication. If the field office continues to work with women in this type of educational program, the steps mentioned above must be pursued.

The credit methodology was designed in the piloting phase and gradually evolved over the four year period with changes or modifications in policy and procedures while maintaining the framework of a group solidarity lending mechanism as the methodological base. The Bolivia field office believes that this same methodology will be used in the replication of the Bolivia experience in Oruro. The only setback in terms of methodology is that Save the Children, like most micro-enterprise institutions has not sufficiently demonstrated success in extending credit to the very poor and disenfranchised in rural communities. This is an issue that bears much more research and documentation. Nonetheless, the profile of the typical GGLS participant is still more economically deprived than those of the micro-enterprise institutions operating in urban centers of Bolivia such as PRODEM, PROMUJER, SIRTAWI and others.

III. MONITORING AND EVALUATION

The field office concluded an important impact evaluation during FY 96 in collaboration with the headquarters WCI team. The Evaluation Specialist, Kirk Dearden, made a crucial technical intervention in the design of the study and the monitoring of its implementation. The study was implemented with the government social research

institution UDAPSO (Unidad de Analisis de Politicas Sociales) and basically focused on the general objective of evaluating the impact of a five year multi-sectoral program consisting of interventions in primary health care, women's literacy/continuing and micro-credit for women. The study was limited by the fact that no baseline data existed with which to compare the results of the study. Nevertheless, the study was structured so that comparisons could be drawn between two different population samples, one being participants in Save the Children's program and the other, being a control group of non-Save the Children participants.

The study included a survey of 499 household and data from 2,552 persons of which 1,766 were from the Save the Children sample group and 786 from the non-Save the Children group. The Save the Children group was stratified according to the number of programs implemented in the communities, with 45% having one program (health), 20% having health and one other and 35% having health, credit and literacy programs. Some of the most important findings of the study are noted below:

1. The results of the survey indicated that the incidence of malnutrition among children 0-5 years of age in Save the Children and non-Save the Children communities were not significantly different. This was not surprising since Save the Children does not have an intervention in agricultural productivity of the scale necessary to produce these changes. For example, Save the Children's micro-irrigation/ sustainable agriculture program implemented over a four year period is a very positive intervention but coverage is limited to 28 communities out of the 104. The microcredit program has only operated for three years and with a population of 600 women in 33 communities. The program interventions which would have created a significant difference in the two sample groups simply were not existent or not in the scale necessary to achieve significant differences in malnutrition.

Other indicators of health program impact were also similarly analyzed. The results of child mortality among children 0-5 were also shown to be insignificantly different between the two groups according to the statistical results of this important child survival indicator. Save the Children concludes that the multi-disciplinary interventions necessary to produce significant change in this indicator were not sufficient.

In light of these results in key health impact indicators, the Bolivia field office observed several important factors which must be taken into account:

- Inquisivi Province is plagued by structural problems of poverty and geographic isolation that require interventions far more intensive and interdisciplinary than what Save the children could offer. The lack of strong institutional presence of government counterparts in health and education and the virtual absence of other international and national NGO's until the past year has contributed to the acuteness of these structural problems.

- With this impact study, the field office has taken its first steps at measuring the impact of its programs. The results of the impact study shows that over a five year period, positive differences are noted in process indicators, which incidentally, are more typically evaluated by NGO health program implementors. However, the assessment of social impact requires solid baseline information, more complex statistical methods than normally used in program evaluation, and a timeline which allows for realistic change in complex variables. The timeline of five years for this impact study is viewed as insufficient to make the kind of impact assessment that we strove for in this evaluation.
 - The impact study was conducted as a quantitative analysis with no use of qualitative methods. Some of the variables, especially those related to women's empowerment, do not lend themselves to quantitative analysis. Qualitative methods would almost certainly have been more appropriate in measuring changes in women's behavior as a result of participation in literacy and microcredit. In the future, more careful consideration should be given to the type of variables to be measured in an impact evaluation as well as the use of statistical methods.
2. The study shows a number of positive results which relate more directly to process variables. For example, the Save the Children groups showed greater use of Secretary of Health services such as assistance the delivery of new born babies, the use of child health cards which track vaccination and growth monitoring. In education the Save the Children group showed significantly more permanence in basic primary studies among children 5-14 than the non-Save the Children group. There was also statistically significant difference in the retention of girls in primary education than in the non-Save the Children, thus, suggesting that the Save the Children program has achieved some improvement in educational opportunity for girls.
 3. The study showed no significant relationship in women's participation in Save the Children's program and community organizations or decision making. This is not to say that there was no impact but rather that the quantitative methods did not adequately measure them. Future analysis of this sort should incorporate a comparative measure of knowledge and attitudes of participants and consequently compared with a control group.
 4. The impact study yielded significant differences between the two groups in terms of decision making in the home. In respect to decisions regarding inheritance and the use of family income for medical care, the women in Save the Children groups demonstrated considerably more influence than women in non-Save the Children groups.

In terms of recommendations cited in the evaluation report the most important to the Bolivia field office is:

- Quantitative improvements in impact indicators have greater possibility to achieve if the program is designed to address underlying causal factors of complex development problems. This means forming associations and partnerships with other institutions that can create the critical mass of resources and interdisciplinary interventions required to change impact indicators.

More information regarding the impact study is available in a more comprehensive report prepared by the Bolivia field office and UDAPSO.

IV. REVIEW AND ANALYSIS OF PROJECT RESULTS

EDUCATION SECTOR

Women's Literacy

The final results of the Women's literacy and continuing education program have been tabulated, as well as evaluated. The goal of the program was not just to teach literacy, and to ensure that women participants reached a functional level of literacy. Sustainable literacy is a measure of literacy that guarantees the women continue to use their new skills and do not fade back into illiteracy. In effect it becomes a measure of the quality of the women's learning.

As mentioned in earlier reports, the process of project implementation was gradual, according to the needs and priorities of the communities. These priorities were initially identified during the development of the "autodiagnostic" phase of the participatory methodology used in reproductive health, known in Bolivia as the "WARMI methodology." Depending upon the community priorities, the literacy training was implemented in phases or training cycles, commencing with the training of the volunteer literacy monitors and then beginning multiple and sequential cycles of literacy training of women. The phases are as follows:

- Phase I began with 11 pilot communities with 232 participants and 24 literacy monitors trained.
- Phase II included 14 communities, 347 participants, and 26 literacy monitors trained.
- Phase III included 14 communities, 327 participants with 22 monitors trained.
- Phase IV included 14 communities, 284 participants and 30 monitors trained.
- Phase V included 5 communities, 133 participants and 20 monitors trained.

The total coverage of the literacy program during the five years included 58 communities, 59 literacy groups formed, 1323 participants and 122 monitors trained.

Evaluation of the Literacy Training

Periodic evaluations were conducted during the literacy process and a final evaluation was also completed. The following are the results of the qualitative final evaluation;

- Of the 1323 participants, 965 completed the 32 session literacy training curriculum, of which 876 successfully completed the end of course exam and are, thus, considered to be functionally literate.
- Of the 876 literate women passing the exam, we can also disaggregate the following;
 - 210 are very good readers and write correctly. They understand what they read and write.
 - 382 are good readers and write with some difficulty in the correct usage of punctuation.
 - 199 have some difficulty in reading and writing, especially in the use of punctuation as well as gender and plurality coordination.
 - 85 have deficiencies in reading and writing. They do not differentiate in the use of diphthongs, punctuation, gender, plurality as well as in the formation of sentences that have meaning.

Post Literacy Training

In this phase the literacy monitors were trained in the use of available materials, such as newspapers, magazines, health texts and other printed materials. These materials were also used in group dynamics to reinforce literacy.

Only 60% of the original volunteer monitors remained for this phase of training. Some of the reasons cited for their drop out were the lack of desire among the participants to continue, the lack of educational materials, and the lack of community incentives.

Continuing Education Program

Since Bolivia does not have a continuing education curriculum, the first step in developing a post literacy program was to implement a diagnosis of the needs, aspirations, and interests of each group interested in a post literacy phase of training.

The second step was to prioritize, design and systematize the curricula necessary to meet the identified needs. The diagnostic study produced five priority areas:

- Composition: practical uses of reading and writing skills
- Numeracy: the use of basic arithmetic calculations in daily life
- Health: basic notions of family and community health
- Nutrition: the preparation of balanced, nutritious meals using locally available foods

- Leadership: prepare women for a broader role in civic affairs - school PTA, development committees, other organizations

The third step involved the training of the field office staff in the application and implementation of the first two major learning modules. The time remaining under the WCI program permitted the implementation of the first two modules only over the six month period (March-September 1996).

The fourth step was the implementation of the two learning modules in 39 communities during the period March-October 1996.

The fifth step involved periodic evaluations for the sessions in accordance with the module requirements. A final evaluation of the results of the two modules was concluded in September.

Summary of the Final Evaluation

- 39 groups participated with 714 enrolled participants
- 512 participants were evaluated in terms of quantitative and qualitative results of their participation in their groups and the completion of the two modules. Measurements were made of their demonstrated knowledge, attitudes and practices, as well as gender roles and ability to integrate into other groups.
- The levels of learning was divided into ranges of learning and participation. The results were the following:
 - 64 women leaders were evaluated as having strong self esteem and the basic skills and abilities to direct and orient their peers and to serve as agents of change in their communities.
 - 288 women participants were evaluated as having increased their level of learning and had some capability in replicating their abilities, strengths and knowledge with peers and family members.
 - 126 women participants fell into an average range of learning, with some deficiencies in their own self esteem, as well as in their development and participation in the groups. This factor may have to do with the extreme poverty that most of these women live in.
 - 34 women participants, most of whom fall into the lowest economic and learning category for rural Inquisivi, still demonstrate strong dependency upon their husbands and are strapped by overbearing family obligations that inhibit their development.

The women's continuing education program has witnessed the active and dynamic participation of rural women, strengthening not only their basic literacy skills, but also their sense of self which will be used in all aspects of their daily lives. This program is expected to continue if the Bolivia field office is able to identify a new source of funds to pay for the salaries and modest operational costs of the program. An estimated \$30,000 is required to maintain salaries and benefits of the Education Advisor and the four education field staff in FY 97. By retaining the education staff the Bolivia field office will fulfill a dual purpose of supporting not only women's continuing education but the also the efforts of the field office in basic primary education in Inquisivi.

Multi-Grade Program (PEM) Primary School Enrichment

The Primary School Enrichment (PEM) program was initiated to strengthen a poor rural educational system in both methodological and qualitative aspects. PEM sought to change the attitudes and practices of rural teachers from an autocratic, traditional form of teaching to an interactive form of learning, focusing on student participation in a friendly learning environment. The methodology also has had special applicability in schools with low enrollment and no more than one or two teachers working with multiple grade curriculum. This program has continued as a major component of the WCI program and the field office's strategy for improving the quality of basic primary education for children 5-14 years of age in Inquisivi. The program continued to provide support to the Secretary of Education in the training of teachers in participatory, child-centered methods of teaching, in the improvement of school classroom using private funds, in the provision of educational materials and audiovisual equipment.

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 of parent group organizations and the renovation of classrooms as other important interventions.

PEM was initiated in primary education with 5 pilot schools in the first phase and subsequently the number of schools was increased based on the interest of teachers and schools directors. In four years, 77 schools and 4,490 children between the ages 5-15, benefited in the province of Inquisivi, and 186 teachers were trained in the multi-grade methodology. In 1995, the Bolivia field office reduced the number of communities where it worked. With this adjustment, the program reached 47 schools with 2,640 students with an added component to support the recently authorized National Educational Reform legislation.

With the help of the Secretariat of Education and the National PEM office, a training of trainers component was included in the program in 1995. Twenty-five teachers were selected and trained to replicate the PEM methodology. These resource teachers currently train any untrained teachers in this methodology. The trainers also use demonstrative schools as part of the replication process.

Radio Education Program (PER)

As mentioned in earlier reports, in April 1995, the Interactive Radio Education Program (PER) was introduced into 25 PEM schools with technical support provided by the Program de Education por Radio (PER), a local NGO which evolved from an initiative supported by USAID Bolivia. This program is based on the use of interactive radio cassette programs health and hygiene, and mathematics. In 1996, a new agreement was signed with PER to extend the program to an additional twenty schools. As in 1995, each class received a cassette player, training of the teacher in the use of the materials and a full set of cassette for the particular module. Each class that received hygiene modules, also received other reinforcing materials for teaching personal hygiene to students.

Supervision and monitoring was done in all 45 schools where the interactive radio program is being implemented with approximately 500 students of 3-4th grades. The evaluation of pre and post tests results were not completed at the time of preparing this report but this will be done in all PER schools before the end of the school year in conformance with the contractual obligations of PER.

ECONOMIC OPPORTUNITIES SECTOR

Women's Economic Productivity Project

After three full years of implementing the Women's Credit program, WCI funding has come to an end. This program has been an unqualified success in terms of the mechanisms and methodology used, women's participation and the increases in their income. One of the most important questions that the Bolivia field office has had about the credit program since the initial pilot phase was, "Do women participants really increase their income solely by participating in the program and by receiving credit?" The initial results of a small statistical analysis of income generated by credit participants who received loans from the Bolivia field office have shown that approximately 70% of women increase their income significantly, whereas approximately 20% remain the same and approximately 10% lose income. The sample size was relatively small and randomly selected; however, the study suggests positive results with respect to income generation and profitability which should be confirmed with a more broad study if funding becomes available.

Most of the growth of the program was due to the increased size of the loan instead of the numbers of clients. Clients are not only showing greater signs of confidence in the credit program, but also success in their economic activities requiring larger loans. Together with larger loans and more profitable small businesses, the ability to save has increased among the participants. Savings has grown 100% in one year.

During its final year, the women's credit program completed its most active period of qualitative improvement. The credit program standardized its interventions and developed and implemented a data-based loan tracking system. The results of these

improvements make the credit program continuously more efficient measured in terms of the cost per client.

The savings component has continued to grow because of the fact that the women are required to save 2% of the loan, while at the same time, the program allows free access to the savings.

The mid-term evaluation, the subsequent restructuring of the credit program, and the ensuing final evaluation provide a constructive critique of the methodology that was used. The mid-project adjustments allowed for improvements to take place that otherwise would not have. Both the mid-term and the final evaluations showed very positive results in terms of increasing participation and the organizational capacity of women clients as well as improving their leadership capabilities.

By the end of the fourth quarter of 1996 the credit program has the following quantitative indicators:

- Portfolio outstanding: US\$51,250.00
- Total savings: US\$1,900.00
- Total current number of clients: 783
- Percentage of Women clients: 100%
- Repayment rate: 98.5%
- Accumulative amount loaned US\$207,741.00

Zone	Comm.	Women's Groups w/Loans	Women's Groups w/Savings
Quine Inquisivi	9	28	19
Licoma	14	29	25
Circuata	10	39	33
Total	33	96	77

All of the above indicators by far surpass the project objectives as specified in the grant agreement.

The credit program has taken important strides to ensure that quality is maintained in the program as it has grown. For example, a new revised edition of the credit manual was printed and distributed during the first quarter of FY 96.

The most important question for the future of the program is "Who will provide the ongoing financial services to clients when the Bolivia field office phases out from the region?" In this final phase, the most important goal of the Economic Opportunities sector is to link the solidarity groups to a more permanent financial entity which presently does not exist.

The partnership that began in the middle of 1996 with Freedom From Hunger (FFH) continues to grow. FFH is interested in starting up credit activities in the Province of Inquisivi. The Bolivia field office met and traveled with FFH senior officials to visit FFH credit groups followed by a reciprocal visit to Inquisivi. Although FFH maintains certain reservations about moving into Inquisivi, they are excited about the potential for expansion there. Other groups that may also be linked with the Bolivia field office's clients are PRODEM who now has an office in Quime, and ANED which operates in the lower valleys of the program area near Circuata.

The PVO Credit Coordination Group - formalized in the first quarter of FY 96 and includes other organizations involved in microcredit, including Care, PLAN, FFH, CRS - has been working together smoothly over the course of this year. Among other activities, the Credit Coordinating Group is analyzing the need for an information center for microcredit risk. In other words, the database would contain credit histories that can be stored and shared among microcredit providers. A proposed public forum will be held in the first quarter of 1997 to further develop this initiative.

The Bolivia field office also implemented a feasibility study in the Department of Oruro to determine the possibility of replicating the Inquisivi experience in a new geographic area. The study clearly indicates that there is a well identified need for support to the micro-enterprise sector in Oruro, especially for women. The Bolivia field office is now using the results of this consultancy to prepare a proposal for funding which is necessary for start-up interventions in Oruro.

V. PROBLEMS ENCOUNTERED AND HOW THEY WERE ADDRESSED

1. The literacy program entered an impasse when the basic course was completed. Many groups wanted to continue other types of training but the Bolivia field office did not have a post-literacy methodology or program. As well, the Bolivian Government did not have a continuing education curriculum for women. Therefore, the field office was obliged to develop its own curriculum and materials for the program. This process is still not completed as only two of the five modules were designed and implemented in the remaining period of the WCI grant. With new

funding for women's continuing education, the Bolivia field office will continue its work in curriculum and materials development.

2. Over the last 2-3 years, the microcredit program now has participants with a sound track record in responsibly using Save the Children-supported loans. A strategy for "graduation" has not been developed given the difficulties in identifying a financial counterpart to transfer its clients. Once an entity is identified, the Bolivia field office will develop a strategy and work plan for transferring groups and/or individuals to the new entity.

VI. UNINTENDED RESULTS

During the final week FY 96, the field office received notification that they had a surplus of \$12,000 in the materials and equipment procurement line item of the WCI budget. The field office purchased educational materials for forty-seven primary schools in Inquisivi (e.g., maps, didactic materials, portable white boards), audiovisual equipment for the three District Education offices, paint for rehabilitating chalkboards and fifty sets of school furniture consisting of a hexagonal table and six chairs per set. This donation of materials and equipment greatly improve the basic learning environment for over 4,000 students (5-14 years of age) in primary schools supported by Save the Children..

VII. LESSONS LEARNED

1. Any future program involving literacy should be organized around the concept of an intensive campaign, instead of an ongoing program. Literacy programs are not easily sustainable. It is difficult to involve community literacy monitors, and to expect that the community would compensate the monitor. It was learned that women interested in literacy have specific goals and limited amounts of time that they are willing to invest in literacy. The program should be designed so that training is more intensive and short-term so that at a minimum a functional level of literacy is achieved. The curriculum and materials should be well developed and readily available.
2. Participation in education programs should not be linked in any way to participation in another program. Literacy should stand on its own merits. Participants should genuinely want to learn to read and write, and the design of the program should meet the needs of the participants. The Bolivia field office believes that women's groups should control the organization of their time and if they wish to incorporate the use of recreation and/or handicrafts in an agenda of activities that includes literacy they should not be denied that right.
3. Women's time must be respected. By the same token they should retain the right to organize their leisure time.

4. Credit programs must be designed with rigor to meet international standards. A micro-credit program is effectively implemented if field staff do not share responsibilities for other programs. Efficiency of the credit program is dependent upon staff that can immediately respond to the needs of the clients, as well as increasing the number of clients per credit promoter.
5. Implementation operational cost must be kept low if the credit program is to reach financial sustainability.
6. A computerized loan tracking database is essential for the efficient implementation of a microcredit program and a pre-requisite for program expansion.
7. Any loan that is not paid back is ultimately caused by poor implementation of the promoter or inadequate application of the credit methodology.
8. Credit programs should have the intention of reaching financial sustainability, via a five year business plan.
9. Investment in the training of credit staff is crucial to program success.
10. In rural areas, solidarity groups must be large for the cost per client ratio to be low. In rural areas the size of the loan must be flexible to meet the clients needs, and the repayment term must be longer than in highly commercial areas.
11. Even in agricultural settings, the relatively high interest rates that are charged are still low compared to the profits that are earned. Financial costs are a small percentage of total income.
12. Savings programs in rural areas will fail unless there exists a mechanism to guarantee the safety of women's deposits. If no financial entity exists to place deposits, then the savings must immediately be loaned out to group members.

HAITI FIELD OFFICE

I. Background to Grant and Project Context

The Woman/Child Impact (WCI) program in Haiti began implementation in October 1992. Although much of WCI implementation was delayed during the first year, activities were implemented as planned during the following two year period despite the difficulties of operating under an international embargo. During the past two years the operating conditions have improved allowing the effective and timely implementation of the project. The following annual report covers the activities of Save the Children/Haiti Field Office's Woman/Child Impact program implemented during the period 1 October 1995 to 30 September 1996.

Save the Children's Haiti Field Office implements an integrated, community-development program in Maissade, located in the Central Plateau. The Haiti Field Office 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, the Haiti Field Office began a region-wide AIDS and STD prevention project working with ten NGOs in the Central Plateau region. In October 1994 the Haiti Field Office, in collaboration with two NGOs, began a regional child survival project, "Women in Action for Nutrition and Development."

A program focusing on women is especially appropriate in Haiti given that it has one of the highest rates of women-headed households in the Caribbean; 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.

One of the program highlights for the Haiti Field Office in this last year was the opening of a new impact area in Haiti. The Haiti Field Office with funding from UNICEF established a new impact area in the Grand Goave region on the Southern Peninsula located two and one half hours west southwest of Port-au-Prince with a population of approximately 70,000 people.

The lessons learned and experiences gained during the implementation of the WCI program in Haiti have been essential to the development of programs in the new impact area of Grand Goave. The Haiti Field Office was approached by UNICEF to consolidate and expand existing projects, funded by UNICEF, due to Save the Children's recognized leadership in women's credit and microenterprise, gender analysis, community organization, and health in the Maissade area. Although WCI funds continued to be used only in Maissade, the WCI Maissade experience is of utmost importance in the program development in Grand Goave. A proposal submitted to USAID has been accepted to implement a program where the Haiti Field Office will assist the Association des Paysans de Vallée (APV) (including the Grand Goave area) in a microenterprise marketing program for food transformation designed to increase the income and status of resource poor women. This project in partnership with APV, a Haitian NGO, will begin in October 1996.

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 Save the Children 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 ten 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 have formed ten 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

WCI Detailed Implementation Plan vs. Accomplishments

Action Plan for Education

Objective/Recommendation:	Actions:	Accomplishments
Primary Education		
Give priority to public schools, or schools which have regularly paid staff	1. Seek the appointment of professors by the government for the community schools	1. Appointment sought but not approved due to government cutbacks
Insist on one professor for each grade.	2. Train the teachers in the community schools up to and including the third year. Train the public school teachers to the 7th year (end of primary school)	2. Two trainings were conducted in August and September 1996
	3. Ongoing supervision of 80 teachers	3. 320 supervisory visits to 80 teachers
	4. Conduct annual primary school enrollment survey.	4. Enrollment survey completed
	5. Distribution of school materials for 38 primary schools.	5. Distribution of materials to 3024 students in 34 schools
	6. Reorganize the education committee	6. Reorganization not completed

Objective/Recommendation:	Actions:	Accomplishments
Non Formal Education		
17% of women 15-49 years of age will attain functional literacy standards established	<ol style="list-style-type: none"> 1. Complete the current post-alpha cycle of 600 women/final evaluation 2. Start a new group of 300 women in literacy training. 3. Training of new monitors 4. Training of delegates to follow-up in women's groups 5. Distribution of journals 6. Creation of inter-zone newspapers 	<ol style="list-style-type: none"> 1. Post-alpha cycle completed with 415 graduates 2. 292 women began new literacy training 3. Training of new monitors completed 4. Training of 294 delegates in Jan. 1996 5. Journals distributed to all women's clubs 6. 15 groups began writing for newsletters

Objective/Recommendation:	Actions:	Accomplishments
Empowerment		
25% of women will be members of women's clubs	<ol style="list-style-type: none"> 1. Organization of associations 2. Training of director committees 3. Association will create projects 4. Consolidating the associations into larger zones 5. Exchange visits with other organizations 6. Visit of delegates with Ministry of women 7. Distribution of Infofanm newsletter 	<ol style="list-style-type: none"> 1. Organization of 10 women's associations 2. Director committees trained 3. Grain mill project submitted and approved 4. Consolidation not completed 5. Exchange visit to Project Hope by 2 anim. 6. Visit of delegates to Ministry of women 7. Infofanm newsletter distributed

Action Plan for Credit

Objective/Recommendation:	Actions:	Accomplishments
Increase the credit cycle from four to six months and decrease the number of cycles	1. Increase the capital amounts loaned	1. Increased to accumulated savings
Increase the capital each cycle by the amount of the accumulated savings The groups will deposit their savings with Save the Children instead of with other groups. They will be loaned at 21% interest and 14% will be returned to the group Graduation will be after 4 cycles or 2 years.	2. Increase the length of each cycle from 4 to 6 months 3. Meet with the management committees to discuss the new changes 4. Deposit savings with Save the Children administration 5. New groups will begin at G500.00 and will graduate after 4 cycles	2. Increased to six months 3. Meetings held with management. committees 4. Policy changed 5. New groups began at G500.00 and will graduate after 4 cycles

Action Plan for Water Resource Management

Objective/Recommendation:	Actions:	Accomplishments
25% of females 15-49 years of age will have access to water from springs that are capped.	1. Construction of reservoir for Selpetre system 2. Construction of new system Lacoma/Dos Bois Pin 3. Marking volume on reservoirs 4. Training committees on water treatment 5. Organize an exchange visit to other area with water system in place.	1. Reservoir not constructed due to lack of funding 2. Dos Bois Pin system completed 3. Reservoirs marked 4. Training conducted with 50 members 5. Exchange visit held with another local NGO managing their own water systems

Action Plan for Community Organization

Objective/Recommendation:	Actions:	Accomplishments
90% of groupements and associations will be able to manage their activities	1. 35 assoc. members will be trained in basic accounting and harvest management.	1. 339 persons trained in basic accounting
	2. Retraining of animators on management and evaluation of projects	2. Training held with 7 animators
	3. Two exchange visits to other farmer organizations	3. One exchange visit held
	4. 84 general staff meetings held by associations	4. General staff meetings held - number N/A
	5. 1644 meetings held by management of groupements	5. Meetings by groupements held - # N/A

Action Plan for Soil Conservation

Objective/Recommendation:	Actions:	Accomplishments
75% of members of groupement will apply soil conservation techniques on their farms.	1. Retrain 30 monitors.	1. 30 monitors (model farmers) retrained
	2. Each monitor will train 8 new adoptants for a total of 240	2. 240 new adoptants trained
	3. Retraining of 1000 farmers	3. Exact number retrained not available
	4. 900 clayonage will be installed	4. 2,388 checkdams installed
	5. 40,000 meters of live fencing put in place	5. 152,906 meters of live fencing installed

Action Plan for Household Gardens

Objective/Recommendation:	Actions:	Accomplishments
100% of women members of groupements will have home gardens with traditional vegetables which are resistant to dry spells.	<ol style="list-style-type: none"> 1. Home gardens installed. 2. 600 dozen cuttings of liane panier and 3 kg of spinach seeds distributed to women 3. 10 household visits/monitor to encourage women to collect, prepare and conserve local seeds 	<ol style="list-style-type: none"> 1. 175 new home gardens installed 2. Cuttings and seeds distributed 3. 693 visits conducted; 23/monitor

Action Plan for Agroforestry

Objective/Recommendation:	Actions:	Accomplishments
90% of groupement members will plant 25000 trees on their land.	<ol style="list-style-type: none"> 1. 30 nurseries will be installed and managed by individual monitors to produce 18,000 seedlings 2. Two nurseries will be managed by 2 farmer associations. 	<ol style="list-style-type: none"> 1. 58 nurseries produced 34,054 seedlings 2. Two nurseries managed by 2 farmer's associations
300 members of groupements and women's clubs will be trained in tree grafting.	<ol style="list-style-type: none"> 3. 1000 trees will be transplanted by natural multiplication 1. 8 training sessions will be held with farmers groups and women's clubs. 2. Follow-up (individual) visits will be made by the trainer. 	<ol style="list-style-type: none"> 3. 1478 trees transplanted by natural replication 1. 5 trainings conducted with 75 participants 2. Follow-up visits completed

III. Monitoring and Evaluation

Manual and computerized monitoring system

The first version of ProMIS (Program Management Information System) 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 beginning in October 1994, all service statistics on vaccination and nutritional status was entered. An improved program, ProMIS-II 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.

A workshop was organized for manual information systems for all sectors in December 1992, reinforced by a short session at a quarterly meeting in October 1993 and reviewed again during a visit from the Save the Children Evaluation and Research Officer in January 1994.

The Save the Children Epidemiologist, visited Haiti at the end of June and contributed substantially to the field office's review of on-going impact measurement systems, the identification of key "development" associations and research questions and the corresponding methodologies which the Haiti Field Office can use to explore these questions. This WCI Intersectoral Evaluation included the following activities:

1. Review on-going impact measurement systems
2. Identify key "development" associations and research questions with staff
3. Export ProMIS data to Epi-Info and draft programs for intersectoral panel study(ies)
4. Draft a pre-proposal for an analytic study
5. Review of "foyer" data set

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 FY 95 and FY 96 annual plans. A final evaluation was conducted in November 1995 by an external evaluator. A quantitative and qualitative study is now being completed but the results are not yet available for this report.

Planned Research Initiatives

An action research study currently in progress using ProMIS-II 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 jointly 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 with no changes in field coordinators or program manager positions. 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:

- Fenis Filemon and George Larivee participated in the business planning conference held in December 1995 in Egypt
- General two-day all-staff meeting on sustainability and institution building
- Suze Exume and Ludzen Sylvestre participated in the Gender Analysis training held in February 1996 in Mali
- 68 women's club leaders were trained to manage the nutritional demonstration foyers

Agriculture/Natural Resource Management (SA/NRM)

Water Resource Management

A 6.8 km water distribution system including a 12,000 gallon reservoir and eight public fountains was completed and is serving about 2,000 people in the Dos Bois Pin locality of Maissade. The farmer's association in the area is in charge of the ongoing maintenance and the collection of user fees to cover these costs. A spring capping was completed and three wells were drilled. The installation of the three handpumps is expected to be completed in October 1996. Two one-day trainings were held with fifty members of water committees on water management and system management. A two day training in plumbing techniques for ten members of water committees was also completed. Three sets of plumbing tools were also distributed to the three areas of Maissade which have the water distribution systems.

Since Save the Children began work in water resource management, twenty-six springs have been capped with their associated distribution systems, sixteen rain catchment/cisterns built, and three wells have been installed. These water systems are providing a supply of clean water to approximately 6,000 persons.

Agroforestry

The soil conservation campaign started in February with a training of 30 agricultural monitors (model farmers). They are temporary staff with a seven 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. 693 visits were made to farmers to discuss various subjects including the importance of contour hedgerows, transplanting naturally growing seedlings, and gully plugs in ravines. 393 technical seminars were held on the above mentioned subjects with 4200 participants (45% female). The average length of each seminar was 1 hour 30 minutes.

34,054 seedlings were produced and distributed from community nurseries. 87% of these seedlings were fruit trees which have a higher value to farmers, especially women who can sell the fruit in the local markets. 42,420 grafts were completed on mango, citrus and avocado trees with a success rate of 52.3%. This is an enormous improvement from a success rate of 26% last year due to the training that was conducted. 27.6% 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. 175 new gardens were established and the 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 600 farmers introducing improved techniques to prevent soil erosion on their land. 2,388 checkdams constructed from trees and 504 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.

152,906 meters of live hedge rows were established in farmers' fields. The hedgerows are established with "laecena" a nitrogen fixing tree which also serves as fodder to enrich the soil when the trimmings are worked back into the soil.

Animal Husbandry

In collaboration with a non-governmental organization VETERIMED, a vaccination campaign was conducted against anthrax. Sixty vaccination posts were conducted with 4,668 animals vaccinated, benefiting 1,935 farmers. Twelve voluntary veterinarians trained by Save the Children participated in the campaign and also provided deworming and external parasite treatment. During the previous quarter a vaccination campaign was conducted against Newcastle's disease in chickens, resulting in 4,150 chickens vaccinated. The Ministry of Agriculture has also distributed chickens (to improve the native species) to members of the Maissade farmer's groups over the past year.

Produce Storage and Preservation

A crucial part of the institutional development of the community associations that the Haiti Field Office works with in Maissade is building their financial autonomy. The produce storage activities and the farmers boutique (begun in April 1995) are two important components of building financial autonomy.

Five of the six associations sold their corn stock which was from the harvest in October 1995. Only two of the five associations realized a significant profit. There was significant humidity damage as well as loss to insects due to problems with the insecticide used for treatment.

In January, the six associations bought and stored 4,688 marmites(2 kg.) of sorghum. This was a 34,949 gourdes (US\$2,973) was invested in the activity and a profit of G3,675 (US\$245) was made. There was a 2.8% storage loss due to humidity damage. The amount of grain stored was reduced by 39% from last year's amount, which had been a 100% increase from the previous year.

A one day seminar was held with the fourteen silo managers and fourteen members of the association committees and six animateurs on measures to take to ensure that the silos are always filled during the two harvest seasons. Post-harvest loss due to humidity and methods to prevent it were also discussed.

The partnership project with the FAO to establish a local seed production unit continued this year. The proceeds from the sale of this seed corn will be used as a rotating fund for the operation of the seed production unit. The association of Basin Cave had fifty-four farmers (37 men and 17 women) who established seed producing fields this planting season. These fields will be harvested in the next months and the seeds treated and stored for the next planting season.

Economic Productivity

This year the credit program to women's groups has functioned well with a repayment rate of 100% in the last two cycles. There were thirty-two clubs comprising 528 women involved in the credit program with a total loan portfolio of US\$36,020. In November 1996, eight clubs with 114 members will graduate and receive their accumulated savings to continue their business activities. During this quarter meetings were held with 58% of these members to evaluate the impact of credit on their economic situation particularly on their family.

At the end of last year the following steps were taken to improve the functioning of the credit banks:

1. The number of clubs was reduced to permit closer supervision.
2. After each cycle, trainings were held with credit committee members.

3. The savings accumulated by the groups were deposited with the Save the Children administration and loaned to other clubs rather than loaned out by the groups themselves.
4. The initial loan was increased to G500 to increase the range of activities that can be conducted and the capital for each new cycle was increased by the accumulated savings.
5. The loan cycle was increased from 4 months to 6 months with graduation after 4 cycles.

Grain Storage Credit

In January 1995, a new credit was extended to five farmer's associations to increase the volume of grain they can store. This credit to the associations was given over a period of four years at a 10% annual interest rate. The objective of this credit was to allow the associations to build up sufficient capital for this activity to be self-sustaining. This credit initially resulted in an increase in the volume of grain they stored; however, there was a 39% reduction this year. Due to the monetized corn donation last year, which allowed the associations to increase their capital, they decided to reimburse the credit loaned in January 1995 by the end of December 1996 (67.5% of this credit plus interest was reimbursed in August 1996) rather than continue for another two years.

Five of the farmers associations have their own credit programs with 485 clients (38.7% women) and a total portfolio of G112,225 (US\$7,481). This is a significant increase in numbers and total portfolio of US\$1,337 last year.

Small Scale Enterprise

Discussions with UNICEF and WHO resulted in the financing of five women's groups in Maissade in 1996 to enlarge their mango drying workshops. The objective is to allow the groups to increase their production by increasing the number of solar dryers by forty. Thirty-seven new solar dryers were built and 587 pounds of dried mango were produced. There are now seven women's clubs involved in dried mango production.

In 1995, a farmer's boutique (store) 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 has been very active this year with the management committee buying stock in Port-au-Prince, the capital, and selling in Maissade. The administrative and financial management has been well conducted and the farmers have been pleased with the access they have to products at lower prices.

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 has continued to

strengthen the capacity of the women's clubs to function with more independence and with less support from Save the Children personnel.

Women's Empowerment

The number of animatrices employed by Save the Children was reduced from 10 to 5 due to the end of health project funding in December 1995. This reduction was appropriate given the evolving role of the animatrices as leaders of the women's groups. Beginning a year ago, the leaders in women's groups (called delegates) received extensive training. The new role of the five remaining animatrices is to follow up on the previous training of the delegates by providing ongoing supervision and additional training as needed. Additional training of 294 delegates was conducted in January. In February and March, the delegates took charge of their groups including responsibility for leading their group's monthly meeting and discussing the particular chosen theme.

To build on the gender analysis training conducted last year, both the women's groups and the mixed farmer's associations were involved in commemorating International Women's Day on March 8, 1996. Prior to that day, large general meetings were held in the three different zones of Maissade. The objective of each of these meetings was to produce a resolution to be read during the march on March 8. In the town of Maissade a conference was organized for the evening of March 7 in which female secondary school students and professional school students were invited. The theme was "The Place of Women in our Society." The conference was facilitated by a visitor from a women's group in Port-au-Prince. There was a rich and productive debate including many questions posed by the men in the audience.

Early in the morning of March 8, thousands of women began coming into town for the march. The march began at one end of town with approximately three thousand men and women singing with the accompaniment of drums and horns. The three resolutions were read by women with new found literacy skills at three different points as the march progressed through town. The march ended at the football field in the center of town. There were three expositions set up at the field including a display of agricultural production, a display of the clothes produced in the professional school, and a display by the health sector promoting breast feeding. The march concluded with the reading of a general resolution of the women's groups, a resolution from the mixed farmer's groups, greetings from distinguished visitors, and more singing and dancing as the women continued to express their joy and aspirations. There was positive media coverage of the event (radio and newspaper).

In May, the Education coordinator was moved to the new impact area in Grand Goave. Although this coordinator is not involved in the active implementation of the WCI program in Maissade, she continues to be a valuable asset to the education sector of the Haiti Field Office in Grand Goave.

The Women in Action for Nutrition and Development (WAND) CS10 USAID-funded program in Maissade has nutritional demonstration workshops as one its core activities.

For the last five years these two week workshops have been conducted by a team of extensively trained nutrition monitors. In April, building on the previous training, sixty-eight delegates (leaders) from the women's clubs received a week-long training on the workshops. The objective was for the delegates to be able to lead a nutritional demonstration workshop with the supervision of a monitor. The delegates began execution of workshops in May. The delegates have embraced this new responsibility for the welfare of malnourished children in their neighborhoods with enthusiasm and commitment. They are required to give freely of their time four to six hours a day over a two week period. The health staff have been impressed by the effective manner in which the delegates have assumed this new leadership role.

This progress in the ability of women to take on these new responsibilities is a result of the previous training of delegates, the adult literacy classes and the health and empowerment themes that have been taught in the women's groups.

Primary Schools

The four member training/supervisor team continued working with thirty-four schools in the 1995-1996 academic year. Each school received several visits from one of the team members to follow-up on the two week training that they had received during the summer. A total of 320 supervisory visits were made to the schools over the year. School materials were also supplied to 3,024 students(46.3% female).

During the summer months, two major trainings were held for school principals and teachers in preparation for the new school year. Twenty-six school principals participated in the two week training in August. Eighty-four teachers participated in two other trainings. A group of thirty-five teachers of third to sixth grade had a two week training concentrating on new methods, especially on the transition from Creole to French that starts in third grade. A second group of forty-nine teachers had a refresher course that lasted five days.

For the first time in Maissade Save the Children organized a special event to commemorate International Children's Day, June 9, 1996. 340 students from seventeen elementary schools in and surrounding the town of Maissade were invited to participate. A program of activities were organized for the students including the following contests: poetry and singing, drawing, clay model building, model building with local material (e.g., wire, metal boxes), various foot races, and kite building. There was enthusiastic participation by all the schools and the children.

Literacy

292 women began a new literacy program cycle in October 1995. In March 1996, 223 passed the final exam, 33 failed the exam and 36 did not participate in this evaluation. Thus of the 292 women who began in October 76% successfully completed the six month training. These women will began a post-alpha training beginning in May 1996 which will continue for six months ending in November 1996. In August a program to continue to work with all the groups which completed their twelve month literacy training

began with the participation of 15 groups. The objective of this program is to continue to reinforce their literacy skills. The groups will be writing newsletters which they will be distributed between the various regions within the Maissade commune.

Implementation of Activities Against Planned Calendar of Activities

	<u>Proposed</u>	<u>Actual</u>
1. GENERAL		
Staff Training of Trainers	August 1993	January 1994
Staff visits Francophone Save the Children 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
2. EDUCATION		
Teacher training	March 1993	June 1994; August/ September 1995
3. SUSTAINABLE AGRICULTURE/NRM		
Water sanitation/ committee organization	April 1993	April/October 1994
4. ECONOMIC DEVELOPMENT		
Creole-language credit management manual	October 1992	partially completed January 1996

V. 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.

VI. Problems and How They Have Been Addressed

In the community development projects of the Haiti Field Office, staff 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 the field office's other programs, such as the adult literacy program in which attendance dropped in some of the centers.

VII. Unintended Effects

No unintended effects were identified.

VIII. Impact on Local Institutions, Local Policy and People Outside the Project

The Haiti Field Office has achieved recognition as a lead agency in practical implementation of women's empowerment programs. In this respect, UNICEF is now funding the Haiti Field Office to coordinate its program in another region of Haiti focusing on community organization, participation and empowerment.

MALI FIELD OFFICE

I. BACKGROUND TO GRANT AND PROJECT CONTEXT

In order to address the concerns of women and their families through the Woman Child Impact Program (WCI), the Mali Field Office has sought to deepen its understanding of women and the perception of women and their roles held by the society at large, the women themselves, and Mali Field Office staff. In the past year extensive training and discussions with the staff and numerous communities took place in an effort to introduce the concept of gender and to ensure that women's needs and concerns are recognized by all parties. More research was done to better identify the issues at hand concerning women at the village level, and the WCI staff were re-oriented to work directly with the sectors to better address these needs. The Mali Field Office has worked to increase women's access to credit, education (through village schools and literacy programs), and to food/nutrition and sources of income (through agriculture training and the installation of vegetable gardens).

II. PROJECT METHODOLOGY

The objectives under the WCI grant were:

- to increase the implication of the women in the conception and the implementation of the programs;
- to improve the condition of life of the children and their families; and
- to reinforce the implication and involvement of women as beneficiaries as well as participants.

In early 1995, a WCI team was created within the Mali Field Office, comprising a coordinator and six animators to represent all of the zones in the impact area of Kolondieba and Zantiebouyou. The purpose behind the creation of this team was to heighten the focus of WCI and thus to monitor the sectoral activities with the goal of understanding the problems that women face in the execution of their work and to help them in overcoming these problems. In addition, the WCI team monitored the representation of women in local structures and worked to inform them through and in the context of sectoral activities.

In March 1996, following a series of training in gender relations analysis and the creation of the FACETS team, the WCI team was re-named the Gender Team; its activities still coordinated by its team leader, but its members were re-assigned to each of the sectors [health (basic health and family planning), education (village schools and literacy), agriculture, hydraulics and economic opportunities], to work directly with the members of each sector. The Gender Team's mission is to analyze the different sectoral interventions, to propose measures or strategies which would work toward the resolution

of problems related to gender divisions, and to train Save the Children staff in the recognition, analysis and resolution of gender issues related to development and the success of their interventions.

Through sectoral interventions and with the additional reinforcement and guidance of the WCI/Gender teams, Save the Children in 1996 was at its best in working towards its three goals.

III. MONITORING AND EVALUATION

Systems

This year has seen much progress in the area of monitoring and evaluation. An improved database system, ProMIS II, was installed by the WCI Research and Evaluation Specialist in March to permit the collection and use of data in more than one sector. Although some problems in the initial installation and use of the program occurred at the outset, they have since been corrected and a multitude of collected information from the different sectors has been loaded. This information will be essential to tracking direct benefits to children in the future as well.

The Mali Field Office recently began working again with CERPOD to determine how the two organizations can best use the information collected to measure development. CERPOD plans to work with Save the Children in setting up alternative information systems, using data before it is entered into ProMIS, establishing themes to survey related to the development of Mali (i.e., migration and development, health and the family structure), and implicating the Malian government in the process to ensure continuity in the research as well as the use and application of the results and lessons learned in other parts of the country.

Final Evaluation

Mali also benefited this year from an early Final Evaluation, giving staff the time to make modifications/improvements in the program before the end of the funding. One example of this is the change in the structure of the Gender Team, now integrated with the sectoral teams instead of existing as a separate "WCI sector." Another example is the addition of two staff in Research/Evaluation and Information Analysis. The Mali Field Office has, for quite some time, the information collection systems in place, but needed assistance in the area of analysis and use of the data.

Research

Ongoing in this area is the research recently concluded by a consultant from Brown University on the relationship between education in formal and non-formal primary schools and the health status and nutritional impact at the household level.

In addition, a baseline survey was conducted last year by the WCI/Gender Agents in twelve communities (2 villages per zone) with about 700 women. The purpose of the

study was to compare the status of women and/or level of women's participation in several sectoral project activities in villages where Save the Children had been working with those women in villages where Save the Children had little intervention, except perhaps in the health sector. The study highlighted the fact that in most cases, despite provision of training and services for women, a definite need existed for ongoing support in terms of empowerment and decision-making capacities. The survey also identified what areas the field office most specifically need to address.

Since the repartition of the agents by Sector, another sector-specific survey was elaborated and conducted at the end of this year for which the results are not yet available.

IV. REVIEW AND ANALYSIS OF PROJECT RESULTS

Management/Human Resource Development

FY 96 brought about strong changes in the composition of Save the Children staff at the managerial level. Whereas at this time last year (September 1995) Mali had six women in management positions, today it has eleven women in management positions, and a total of sixteen for the Sahel field office. Today, women hold the positions of Office Manager/Bamako, Deputy Health Project Coordinator/Bougouni, Deputy Program Manager/Kolondieba, West African Education Initiatives Coordinator, Program Representative/Ouagadougou, and Sponsorship Coordinator/Ouagadougou, of which all but one were internal promotions. Also, the Deputy Director for the Sahel field office is a woman. Therefore, the first step the Sahel Field Office has taken, and continues to take to narrow the gender gap, is to put women in leadership positions. This will hopefully serve to inspire and assure others that it is possible for women to move up within Save the Children.

It has been found that to recruit a greater number of female applicants for new and available positions, necessary changes in recruiting policy and procedure need to be made. Some of these changes will include: 1) more diversity in selection of locales to post the position, advertising on the radio, and recruiting from neighboring countries, particularly Burkina; 2) identifying and encouraging potential internal candidates, both male and female; 3) adapting the hiring requirements to make more women eligible for the positions (i.e., giving greater significance to certain types of experience, accepting related, if not direct, experience in a certain field, accepting lower levels of education and providing more training opportunities for staff); 4) identifying and providing training needed for newly hired staff immediately upon hiring; and 5) providing more opportunities for internships, in particular for women. Even if a position did not open at Save the Children, these opportunities would provide them with experience in the international NGO world, thus improving their job prospects.

Staff Training and Organizational Development

As indicated in the section above, internal promotion is a priority for the Sahel Field Office, advanced even more so in the last couple of years with its Conseil de Formation

(CDF) or Training Council devoted to staff development. During FY96, CDF funds and priorities were divided into three categories or types of training:

1. training for quality and efficiency which would include subjects such as computer training, English, French, driving school and mechanics.
2. internal training, which promotes the sharing of expertise and previous training among the staff, by providing the funds to cover the cost of such a training.
3. strategic training, which are funds are set aside to assist in bringing headquarters technical assistance, to assist the Sahel Field Office with training in areas such as leadership, time management, and strategic planning.

In addition to the staff training through funds allotted to the CDF, the CDF assisted with the organization of "sectoral" training. Sectoral training is defined as that which is specifically related to project areas, such as epidemiology, pedagogical monitoring and evaluation, maternal/infant health care, and accounting. The funding for these trainings comes from each of the project grant budgets in which annual staff development budgets were established. The CDF assisted with the organization and implementation of such trainings to ensure that these funds are truly taken advantage of and of benefit to the individual, the project and ultimately the development of the Mali Field Office.

Specific to the training received by the Gender Team, this year the team requested and received training in Andragogy and MARP (Methods in Rapid Rural Appraisal) to further their interactions at the community level as well as the collection of information instrumental in the elaboration of strategies to meet the needs of the various communities through different interventions. In return, the Gender Team in collaboration with the FACETS team, conducted training for as much as 70% of the program and managerial staff in Mali and Burkina.

It is hoped that the training provided by Save the Children, for, by, and with its staff; the presence of more women in leadership positions, and increased attention to gender issues by Mali field staff in their work and their own lives, will serve to encourage women, as all members of Save the Children staff, to seek and work towards potential promotions.

The role of the WCI team that the Sahel field office Mali program has put in place is to ensure that Save the Children programs are: 1) focused on women and 2) gender issues, (or the existing barriers of social inequality are addressed to ensure the promotion of sustainable development). In addition to the WCI team, in June 1995, five members of the Burkina and Mali staff (3 women, 2 men) were selected as members of the West Africa FACETS team and attended a Training of Trainers in Ethiopia. The FACETS team has since trained all senior staff and approximately 70% of field staff in Mali, all of the senior staff and the majority of the Burkina staff, selected members of the staff of Cameroon and Haiti, and local partner organizations, in Gender Relations Analysis. The

WCI Training Manual was translated into French and will be further distributed for wider use by other organizations and groups.

The members of the WCI team, now the Gender team, have also been re-oriented and re-assigned to each of the sectors: health (child survival and family planning), education (literacy and village schools), economic opportunities, agriculture/natural resource management. This orientation and assignment make each of the Gender Agents an integrated member of a sector where they play a pivotal role in the strategic and activity planning of that sector. Instrumental in this is the development of the overall staff for which the role of the Gender Team Leader is essential. The team that works with the Gender Agents to program the gender activities in the various sectors, ensures implementation and follow up on these activities; coordinates an annual training plan for all the sectoral staff; provides technical support and assistance; leads the research on gender; and monitors the training provided to female staff members of the Sahel field office.

Ongoing "gender-related training" in the Sahel field office includes assuring first and foremost staff comprehension and acceptance of the concept of gender. The gender approach is thus not exclusively for women, but focused on men and women for the ultimate purpose of benefiting women and hence truly achieving sustainable development. In addition to training, staff understanding (and practice) of the concept of gender is and will be further promoted by activities such as debates on gender themes (e.g. division of labor by sex) and exchanges with other organizations with a focus on gender. In June, three of the FACETS team members participated in the FACETS workshop and the Woman and Child Development conference in Manila, Philippines. In September, four of the FACETS team members participated in another training held in Washington, DC. This training was linked with the AWID Conference "Beyond Beijing," where unlike Mali's efforts to ensure gender parity, the two male members of the team of four that Mali sent to Washington, represented 30% of the entire male population attending the conference.

Empowerment

Since June 1995, the Sahel field office has struggled with the definition of "empowerment" in the West African context, both in terms of linguistics and attainability. In Bambara, the closest literal translation of empowerment is "Musow ka yerema honronya" or the self-liberation of women, yet as felt by members of the Gender Team, this will take the women of Kolondieba hundreds of years to attain. If instead, empowerment is defined as "musow ka netaga" or women's advancement, this is possible in terms of achieving literacy for a woman, in that she can manage her own small enterprise, take a loan from the village bank, and can hold an important position on one of the village management committees.

In the Gender Relations workshop held in January/February 1996 for West Africa and Haiti senior staff, work began to identify indicators of empowerment with and for each sector, and has continued throughout the training of staff of each of the sectors. The task

of defining empowerment, and thus assigning indicators, has been assisted by a baseline study that the Gender Agents carried out over the last year in the five sub-districts of Kolondieba. Nonetheless, the discussion continues in West Africa, as each member of the staff works to first understand, second, to accept, and then to apply the definitions of women's advancement and thus identify with the indicators.

The Sahel Field Office will be submitting another WCI initiative proposal to conduct research among our staff and the local populations (Burkina, Mali, and Guinea) on their perception and acceptance of gender in order to better adapt the principles and concepts of gender to the West African environment and to ensure more widespread application and practice.

One last note concerning staff training and development, the Sahel Field Office has worked to ensure gender parity in representation and attendance in workshops and conferences held outside of Mali.

Support of Sectoral Focus and Expansion

In all of the Sahel Field Office sectors, gender relations is a primary focus of Save the Children's activities for two reasons: 1) to ensure that more women, as well as children, are the direct beneficiaries of program, and 2) to raise and improve their level of participation in community oriented activities. Gender parity in terms of participation is relatively assured in both the health (women being the primary targets for health) and education (50% school enrollment is assured for girl in the village schools) sectors. Nonetheless, although gender parity is not an issue in the education sector, both the adult literacy and in the village school programs require more work in the area of ensuring that women have decision-making and leadership roles in the committees that manage the schools and other community organizations. Efforts aimed at increasing the number of women trained and recruited to be teachers in the village schools are ongoing. In the health sector, though women are perceived as the direct beneficiaries of family planning, the decision is inevitably a shared one. The gender and health agents in this program continue to see that both men and women are participants, and that women have a role in decision-making.

Since the introduction of the GGLS program, women's access to financial resources has been less of an issue in the economic opportunities sector. In fact, women are the primary savers in the village bank system and have maintained a 100% reimbursement rate throughout the project. This year, the agriculture and water sectors, which have historically been funded under the same grant as the village bank project (IRD), will be further integrated as sub-sectors to Economic Opportunities sector to ensure the coordination of complementary activities between the sectors, such as in the selection of villages for the creation of banks and in the selection of sites for vegetable gardening projects that can, in turn, not only serve as a means for better nutrition, but also as an additional source of income for women. The water subsector will be working in coordination with the agricultural sector to further investigate means of irrigation and

small reservoir construction for the improvement of rice fields, again an alternative form of providing food as well as another source of income.

Education

In the area of education, the WCI grant permitted the establishment of a number of literacy centers for women, including the training of women trainers in literacy, and the equipping of these centers with learning materials and other necessities for operation, such as lamps. This contributed to the substantial increase in the participation of women in the literacy program, from 28.6% in 1990-91 to 48.7 % in 1995-96. Today, there are sixty-nine women's literacy centers, sixty-six men's literacy centers, and thirty-six mixed literacy centers, with sixty-five women literacy trainers.

In both the village schools and in the literacy centers, the concepts of gender equity and empowerment as program principles of Save the Children, are functional parts of the curriculum. The concept of WCI, specifically gender equity, discussed as part of the training curriculum in the literacy centers, also served as a basis for the introduction of gender parity in the community schools where each class of thirty is composed of fifteen girls and fifteen boys. Over the course of the WCI program, the number of community schools grew from 4 to 171, influenced by the primary principles of WCI on increasing the quantity and quality of the participation of girls in the primary schools. Today in Kolondieba, there are more girls than boys enrolled in school, with 3,373 girls and 3,338 boys. In FY97, an additional 226 schools will be constructed with another 13,560 students enrolled, 50% of which will be girls.

Economic Opportunities/GGLS

At the outset, the WCI program provided the funding and the motivation for specifically hiring and training female staff in the Economic Opportunities sector in order to reach the women of Kolondieba and to promote credit and savings among women. Under the WCI program, a number of village credit and savings committees were trained, and three women's credit and savings committees were formed. In the last three years, of the 916 savings accounts opened by men and women, 62% have been for women.

Inspired by other Save the Children country programs and the fact that women's access to credit was hindered by the slow or non-repayment of loans by men, the Group Guaranteed Lending and Savings program (GGLS) was developed and surpassed all expectations with the support of the WCI program. The GGLS program, for women only, had modest expectations for its first year: to bring credit of up to \$18,000 to 900 women in 10 villages. As of September 1996, the GGLS program has brought over \$162,000 in loans to 1,900 women in 15 villages. The repayment rate remains at 100% and the rate of autonomy has risen to 43%. Initially, initial projections for the rate of autonomy were set at 5% at the end of the first full year of implementation.

Agriculture/Hydraulics

WCI funding support to the agriculture sector has permitted additional attention in this domain to methods outside of the traditional means of feeding the family and earning an

income. In addition to the standard training in composting and land recovery, the last few years have brought about a transition of focus to the introduction and conversion of land to rice cultivation and the creation of vegetable gardens in the interest of income generation as well as nutrition. Over the last four years, 914 people were trained in vegetable gardening, 730 were women. The hydraulics sector coordinates its interventions with all the sectors: health for potable water, village schools - school wells and latrines, and agriculture - garden wells and irrigation systems.

Although the introduction of GGLS was not coordinated this year with the agriculture sector's activities, this was brought out in the final evaluation, which again gave Save the Children the opportunity to address the issue this year when an additional five villages requested intervention in the area of GGLS. The villages selected were those in which Save the Children's other sectors work. For FY97 the selection of villages will be coordinated between the GGLS, UCOVEC (village banks) and the agriculture and hydraulics sector as well as the education sector. The health sector is already in all of the villages in the district of Kolondieba.

Ironically, one unexpected consequence of the GGLS program was the resignation of the female members of the village health committee to join the village credit committee and the GGLS program. Despite the fact that these were most often the literate women in the group, the advantage of this withdrawal was that the Health sector rejoined forces with the education/literacy sector to train more women members of the health committees.

Partnering and Local Institution Strengthening

Between Save the Children and other institutions

The Sahel field office in each and every sector openly collaborates with local institutions and with NGO partners in the education sector. In health Save the Children collaborates with the Health Center of Kolondieba to coordinate vaccination campaigns, annual physicals for children, family planning and AIDS orientation, and the establishment of Community Health Centers.

The agriculture/hydraulics sector works with private and government organizations such as Water and Forestry, the CMDT (cotton), Helvetas (a Swiss organization specializing in water engineering), the local community council (in working to establish garden projects) and with the government Water and Forestry sector.

In Economic Opportunities, the sector that initially set out to establish village banks, now has as one of its essential partners, the Union of Village Banks, working with the government and the National Agricultural Bank, recognized as an official banking institution and is the recipient of larger agricultural loans from the BNDA. In addition, the Mali Field Office works with a local management firm to provide regular auditing to the UCOVEC and Save the Children activities.

In education and its community schools, Save the Children works with every aspect of the government from the local level to the regional and national level, including the Ministry of Education in terms of policy, the National Pedagogical Institute in the creation of the curriculum and teacher training, and at the regional and district level in providing pedagogical monitoring and evaluation to the schools at the local level. Most importantly, the Mali Field Office has twelve local NGO partners to assist in the realization of 176 schools to date, and an additional 226 to be created during FY97, and by 1999, there will be 896 schools in the Region of Sikasso. In the literacy program the field office works with DNAFLA, the National Literacy and Applied Linguistics Institute and the National Pedagogical Institute, and is currently researching the revision of its curriculum with other literacy programs such as TOSTAN of Senegal.

Specifically with respect to WCI, Save the Children is a member of the "Gender Network" put in place by the Dutch Embassy in Mali, as primarily a resource and information sharing network. Also, the Sahel Field Office plans to work this year with an NGO in Burkina "Women and Health," particularly in regards to learning and capitalizing on the successes this local NGO has experienced.

Within Save the Children

Save the Children's basic approach of integrated development requires collaboration between the sectors, which is quite pronounced and has been reinforced with the integration of the Gender Team into the sectors.

Future Plans

With or without direct funding, the Sahel field Office plans to continue with its integrated gender approach, and its Gender Team in Mali. The West Africa FACETS Team, considered one of the strongest in Save the Children and composed of both Malian and Burkinabe members of the Sahel staff, has already elaborated its Plan of Action for this coming year (FY 97) and will ensure ongoing staff training and project support for all of the Sahel Field Office.

In addition, the Sahel field Office has requested funds from the Regional Resource Sharing Funds to finance research on the level of understanding, acceptance, and practice of gender equity among the staff, male and female, and the impact of its application on their work and their efforts to facilitate community development.

MOZAMBIQUE FIELD OFFICE

I. BACKGROUND TO GRANT AND PROJECT CONTEXT

The inclusion of the Mozambique Field Office as a Woman/Child Impact (WCI) Core Country has offered the Mozambique field office the opportunity to strengthen sectoral programming, organizational commitment to gender equity, and training and analysis skills of staff who guide and implement programs benefiting woman and children. The WCI Director, visited Mozambique in April 1996 and provided guidance and inspiration for Save the Children staff in the Xai-Xai program area. The Director clarified the Save the Children's WCI approach and its application to program implementation.

A series of gender relations analysis workshops were offered to Save the Children staff in Xai-Xai, Maputo and Tete provinces in order to establish basic understanding of gender and application to programs. Staff acquired skills in applying analysis tools to program interventions. The analysis capability will need to be accompanied by actual experience in the field, as well as judicious allocation of resources toward those set goals. This will be a challenge for the coming year.

The distribution of FACETS (Family and Community Empowerment Training Systems) members within the Southern African region will greatly enhance the promotion of training and gender in the region. With the forthcoming transfer of a FACETS member based in Mozambique to Angola, each of the four country programs in Southern Africa will have one FACETS member. Linile Malunga is based in Zimbabwe, Sashi Chanda in Angola, Clara Muchine in Mozambique and Andrew Marisawa in Malawi.

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 Training

A series of gender relations analysis workshops were offered to staff in Maputo, Xai-Xai and Tete Provinces. The workshops were facilitated by an external consultant with experience in Mozambique, development and training. Seventy-eight members participated in an initial Gender Relations Analysis and Development Workshop from November 3-19, 1995. A total of 23 women and 55 men with various responsibilities in

development and rural extension, administrative support and logistics participated in the training, (representing approximately 80% of the total Mozambique field office staff.) The training session drew on a variety of gender training experience including the training provided by FACETS members, Save the Children's Gender Relations Analysis: A Guide for Trainers, the Oxfam Gender Training Manual and other gender training resources. The initial training objectives introduced key concepts related to gender and development, and identified essential factors for gender-sensitive planning and development.

As a follow-up to the first gender training held in November 1995, a second gender training for program staff was conducted in February 1996 for all sector field staff and NGO partners. Thirty-three participants attended the training. The training focused on analysis of gender power relations and discrimination within the socio-cultural context of Mozambique and Southern Africa. The themes that were discussed at length included reproductive health, inheritance and women's rights, domestic violence and divorce, women and land ownership, and their adverse impact.

The specific outcomes for this workshop were as follows:

- development of a gender sensitive strategic plan for Gaza;
- use of gender tools, such as division of labor, in planning future projects; and
- strengthened interaction between Save the Children and other organizations such as Muleide and Center for Women's Studies/University of Eduardo Mondlane which are involved in pursuing gender equity, and legal education for women's rights.

Two FACETS members from Mozambique and one member from Malawi participated in FACETS Phase II training which took place in Manila, Philippines in June 1996. The Area Director was also present and contributed to the discussions at the FACETS training in Philippines. The number of FACETS members for Southern Africa increased from two to four. At the end of the workshop a plan of action for Southern Africa was developed which emphasized gender training, elaboration and utilization of gender analysis tools, field exchanges with West and Horn of Africa and formulation of a gender policy for Southern Africa country programs.

A field staff member from Xai-Xai was nominated and participated in a six week gender seminar at the University of Botswana, July and August 1996. The seminar was funded by the USAID Community Based Health and Rural Development grant. In addition to developing knowledge and skills in gender analysis, she drafted a gender policy for Mozambique which will further be developed by FACETS team members. As part of the tiered FACETS training and analysis model she will serve as a gender adviser to Xai-Xai program and her acquired skills will strengthen the existing gender team there.

A Southern Africa FACETS team member attended a conference organized by AWID in Washington, D.C. The conference entitled "*Beyond Beijing : From Words to Action*"

focused on global concerns in the field of gender expressed by women from different walks of life throughout the world. The FACETS members also participated in an advanced gender relations analysis workshop, "*From Analysis to Action: Integrating Gender into Programs.*" One of the key issues that came out of the workshop was how to develop an effective strategy to institutionalize gender at the field and agency level so that all agency systems are adequately geared towards gender equity. The institutionalization of gender will clearly provide additional challenges for FACETS members.

A field level exchange visit was organized to share lessons learned between Gaza and Tete staff. This learning experience was useful in strengthening staff capacity and creating a common programming vision within the Mozambique Field Office.

GGLS Activities

A GGLS pilot project in Mozambique was identified to strengthen the resource base and economic empowerment for women. Steps were taken to move forward in starting up a credit project in which women will comprise the majority of borrowers.

The Deputy Field Office Director, participated in a GGLS Business Planning in Cairo in December 1995.

In March 1996, a consultant was hired to provide training for staff in Xai-Xai and Tete in GGLS. All key concepts related to borrowing and lending of money at institutional and informal level, group collateral and cohesion were debated. Case studies of successful lending banks and initiatives were explored. Local or informal lending practices, such as Xitique, were discussed and their relevance to the current GGLS approach incorporated.

In May 1996, a GGLS rapid appraisal study was commissioned to assess the type of small scale economic activities, identify the actors in the informal sector, and their sources of capital and funding levels. One of the conclusions was that there exists a strong relationship between small-scale vending and gender issues; namely, division of labor and control of resources. The majority of small vendors (71%) in five villages that were interviewed were women. The main sources of income to start up their activities were agricultural sales and borrowing from other individuals, especially family members. Sales of agricultural produce and locally produced drinks were the principle activities. Although women dominate the informal sector, the study found that they had no ownership of a business with substantial capital outlay equal to the small shops in the area. In fishing and fish trading, the demarcation of labor is clear cut. Men catch the fish and sell them to predominantly women traders at the harbor who resell them to consumers.

The study indicated that it was feasible to introduce GGLS in Save the Children's Gaza program area. Subsequently, two villages were chosen as pilot areas for GGLS for one year. In the initial stage of the program, 100 women and men will participate.

In September 1996, two Mozambique field staff participated in a credit training program in Ethiopia. Program design for the GGLS project in Mozambique was carried out at the workshop. Based on this design, a detailed plan was developed to organize groups and explain the nature and implications of the forthcoming GGLS project in both the A Voz de Frelimo and 24 de Julho communities. By the end of November 1996, the first loans will be disbursed to the groups.

Primary Education and Functional Literacy

The Education Specialist, visited Mozambique in September 1996 to advise the program on primary education and functional literacy for women. Already, the Xai-Xai program has been looking at creative strategies to maximize the enrollment of girls in school and provide incentives for them to continue in school at least up to seventh grade. Cultural and social barriers abound and militate against girls' education. One of the strategies is to pro-actively supply school materials to needy girls and find means to reduce family work loads which girls have to face every day and which provide parents "cultural excuses" for not sending girls to school. These are critical issues which will need to be effectively tackled and integrated into the overall framework of community schools as the program develops under WCI-II.

The functional literacy activities for women are now linked to GGLS and other programs. The functional literacy program is envisaged as a forum for women to improve their learning experience, analytical tools and to serve as a center for credit. During the reporting period, about 300 women participated in functional literacy at three centers. In coming years, gender issues will be an integral part of the women's literacy program. In the past, literacy centers have produced quality women health volunteers and leaders in the development committees.

Gender Analysis

FACETS team members based in Gaza Province programs have been forthcoming in analyzing gender sensitivity in the projects being designed and implemented. Several projects such as Goat Restocking, Food Security in Nampula and the Concept Paper for Health in Gaza were discussed in the context of their capacity (or lack of it) to enhance gender equity. The Mozambique Field Office Strategic Plan was also developed with a "gender vision." The major problem was not a shortcoming in analysis but in the follow-up on this analysis to ensure that resources were adequately allocated to pursue these ideals. For instance, a goat restocking project was discontinued at the end of September 1996 due to a lack of funds, without really delivering substantial benefits to women, as was planned during the gender analysis session.

Partnerships

Several partners were identified such as Muleide (Women, Law and Development), MBEU, ORAM, and Center for Women studies at the University of Eduardo Mondlane. Membership in Forum Mulher, a consortium of women's local and international NGOs were sought. These partnerships provided information to Save the Children on many problems that women are facing in Mozambique. It is hoped that more partners will be

identified in Mozambique, Malawi and Zimbabwe. The Regional Southern Africa Development Coordination Conference groups are networking on gender and will be an important link for Save the Children. The participation of a FACETS team member at the AWID conference helped to make necessary contacts and will facilitate the process of partnering.

Geographical location of FACETS members

The FACETS members are now located in four countries of Save the Children's Southern Africa Area: Zimbabwe, Angola, Mozambique and Malawi. The regional coverage of FACETS members will greatly enhance the promotion of training and gender analysis in Southern Africa.

V. MANAGEMENT: REVIEW AND ANALYSIS OF HEADQUARTERS SUPPORT FUNCTIONS

The final year of the Grant emphasized program consolidation and institutionalization. Building on the initial results from the final evaluation of the Grant, the program engaged in a major home and field initiative to assess the achievements of the WCI program to date and to chart a new course of action that would further expand the successful models developed through the Grant. These activities included program planning at field and headquarters levels, supporting the new field-based management structures, and strengthening SC's field capacity in program implementation emphasizing core sectors and gender integration.

Strategic Planning

WCI took a lead role in formulating the program quality and focus aspects of SC's next three year plan, representing the second phase of its ten year Strategic Plan. The Plan calls for all SC programs to become consistent with its four core sectors (economic opportunities, education, health and humanitarian assistance), and with SC's key program principles.

Strengthening Management Structure

Over the five years of the Grant, major changes have occurred in SC's management structure at Headquarters. However, two themes underlying those changes have been consistent:

1. focus on select sectors and develop strong technical capacity in those sectors; and
2. increasingly shift program decision making to the field for greater contextual relevance and sustainability.

WCI has continued to support the evolving field structure, with a greater emphasis on program decision making away from Headquarters, and to the Area structures. In support of this evolution, WCI responded to invitations to participate in Area level planning processes in Southern Africa, South & Central Asia and the Middle East. In addition, WCI supported the participation of regional program operations directors in these planning meetings.

Building Field Capacity

The FACETS (Family and Community Empowerment Training Systems) teams, initially formed in 1995, now comprise 29 SC staff (16 women and 13 men) from 20 countries in Asia, Africa and Latin America. FACETS is a three phased initiative that builds field capacity to conduct gender analysis and to use results to improve SC's programs and institutional systems. The first phase, held in 1995, trained teams in how to conduct gender relations analysis. The second phase, held recently in the Philippines, emphasized institutionalization, and raised a number of related questions that were addressed in a follow-up workshop held in Washington in September.

FACETS builds capacity both in the technical aspects of conducting gender analysis, and in leadership skills to use that capacity to affect change. As part of the FACETS process, the third phase, scheduled for June 1997, will mark the phase-over of leadership and coordination from Headquarters to a field team. The selection of the new coordination team is determined by a set of criteria established by team members during Phase II. A voting process will begin in November for identification of the team. For more information on FACETS, a brochure and three reports are available through the WCI Office in Washington.

Training

All of SC's senior management in headquarters and field have received introductory training in gender as it applies to programs and institutions. Separate training sessions were conducted for field-based Area Directors, and for Save the Children's Senior Management Team.

Over the last year, additional training has been developed around the use of SC's key program principles, and integrated into sectoral training, orientation training and integrated program planning training.

Training activities in the field have focused primarily on FACETS teams. In the last year alone, six FACETS teams of national staff have trained over 1000 individuals and over 50 partner agencies around the world. The Headquarters team provides back-up support through materials and technical assistance in design and session development. Two major training events were coordinated by WCI in the last year: FACETS Phase II Workshop and Advanced Gender Relations Analysis Workshop.

FACETS Phase II Workshop

Begun in 1995, FACETS has become among the most prominent of WCI's initiatives. Initially 8 teams were formed of men and women from various sectoral and cross-sectoral backgrounds, who were working in their own countries or regions. The teams are expected to provide cross-sectoral programming expertise in the field using a gender relations analysis framework. FACETS is a three phase program. Phase-over occurs in the third phase with the transfer of leadership and coordination of the teams to one field-based team.

The purpose of the Phase II workshop, held in June 1996, was to develop the program advisory capacity of field-based FACETS teams to provide training and technical assistance for sustainable woman/child focused development. The objectives were as follows:

- Provide opportunities for further team building through exchange and assessment of the past year's accomplishments and experience.
- Identify tools for applying Save the Children's Program Principles to sectoral and multi-sectoral activities.

- Practice with gender relations analysis tools to develop skills for improving program planning and design.
- Further develop skills in non-formal adult education (NFE) as a foundation for regional training support for sector activities.
- Develop a common vision which addresses the establishment of sustainable regional training cycles, inter-regional communication and technical support.
- Develop plans of action for applying Save the Children's Program Principles in all programs.

During the Phase II workshop teams strengthened their technical abilities to carry out multi-sectoral program analysis utilizing Save the Children's key Program Principles, and developing confidence to debate with Save the Children leadership and peers on issues of program cohesion and focus. FACETS team members examined their field programs in Group Guaranteed Lending and Savings (GGLS), Reproductive Health, Primary School Education, Children and War, and Food Security in terms consistent with Save the Children's key Program Principles. FACETS teams also reviewed Save the Children's Three Year Plan. Finally, team members developed the requirements and process for phase over of coordination of leadership the following year.

Advanced Gender Relations Analysis Training

In response to technical questions raised by FACETS team members after one year of conducting gender analysis of sectoral and multi-sectoral programs, WCI organized a workshop to engage gender analysts in discussion and debate about best practices and key challenges in the consideration of gender in health, education, economic development and humanitarian assistance programs. To expand the discussion beyond Save the Children, a number of PVOs were invited to participate through staff who had experience analyzing gender in programs or projects and in developing context-specific tools for gender relations analysis.

The workshop was designed around key questions which addressed the following:

1. Tools for gender relations analysis and experience with their use.
2. Measurement and demonstration of added value of gender analysis with regard to improved program outcomes.
3. Discussion across various levels of the development continuum (grassroots to multilateral) on issues concerning gender integration, actions taken so far, and their effectiveness.

An additional session was opened up to various colleagues in the PVO world who were interested in the topic, to USAID, and to a team from The World Bank. A resource team for the workshop was also drawn from experts who address gender at different levels, and included the WCI Director, the Director of the Commission on the Advancement of Women from InterAction, an expert on gender analysis techniques from the Food and Agriculture Organization, and an expert from The World Bank.

Documentation

WCI facilitated the first comprehensive document about SC's programming since the organization began evolving from its former CBIRD (Community-Based Integrated Responsive Development) approach. SC's programming philosophy, overall organizing approach and core program areas are outlined in its *International Programs Handbook*. Funded by the Grant, the Handbook is the result of a year-long process of input from dozens of field and headquarters staff in various technical areas. Funding priorities for future programs are being based on consistency with SC's Program Principles and core program emphases as identified in the Handbook. The Handbook is also a regular part of SC staff orientation, and will be revised in 1998.

In response to the tremendous interest in FACETS, the WCI Office produced two reports on the FACETS Phase II meeting: one detailed report with tools and analysis conducted by teams; and another shorter report for a wider audience of development colleagues.

In addition, WCI's newsletter, *Program Exchange*, its brochures, country program description statements, working papers, video and monographs are all widely distributed throughout Save the Children and its partners worldwide.

Representation & Dissemination

In the final year of the Grant, WCI made a concerted effort to disseminate the major successes of the Grant both in terms of integrated programming and the development and strengthening of clearly defined core sectors. A series of regional and global events complemented by substantial documentation were the means for dissemination. Sector specific achievements are described in more detail in the Economic Opportunities and Education sections.

Woman and Child Development in the 21st Century: Principles and Practice

In collaboration with the sectoral offices of SC and two partner organizations, the WCI office organized its first multi-sectoral conference, "Woman and Child Development for the 21st Century: Principles and Practice," June 20-21, in Manila, Philippines. Co-sponsors with Save the Children were the Philippine Business for Social Progress (PBSP) and Philippines Partnership for the Development of Human Resources in Rural Areas (PhilDHRRA).

Over 100 development experts from the Philippines and from Save the Children's offices in Africa, Asia, Europe, Latin America and the Middle East participated in the Conference. They included representatives from governmental organizations, universities and NGOs such as the International Institute for Rural Reconstruction (IIRR), USAID/WID offices, Save the Children Alliance members, Department of Social Welfare and Development (Philippines), Iloilo Doctors Hospital, PLAN International, Asian Development Bank and Johns Hopkins University.

Presentations and discussions organized by SC and partner organizations utilized multiple formats and covered each of SC's core sectors: child survival and reproductive health;

economic opportunities for women; early childhood development and primary education; and children in crisis. In addition, multi-sectoral themes such as measurement of multi-sectoral impact, institutionalizing gender in organizations, effective partnering, and the relief to development continuum were also discussed.

Advanced Workshop in Gender Relations Analysis

Designed around questions raised by FACETS team members following one year of conducting gender relations analysis, this workshop included a half day session on institutionalization of gender which was open to PVO partners, World Bank staff and to select USAID staff.

A representative each from the workshop participant group, USAID and The World Bank were asked to present and be prepared to discuss the institutional framework in his organization for

- (1) applying the results of gender analysis to programs; and
- (2) measuring improvements in program outcomes as a result of gender analysis.

The PVO statement was prepared by the participants who included representatives from SC, CARE, University of Florida, USAID/Haiti and the Inter-American Development Bank. To ensure a high degree of comfort for this diverse group, sessions combined formal plenary, dance and small group work. The resulting discussions generated a great deal of interest from many quarters, both about the use of gender analysis to improve programs and about FACETS as a means to build field capacity to address gender in a manner that is culturally appropriate and methodologically sound.

Professional Associations and Universities

The demands for WCI participation in numerous fora have increased dramatically. During the last year, the team attempted to focus on those most directly related to questions of concern to WCI programs and SC's field staff.

Association for Women in Development Conference

Save the Children participated in the recent AWID conference as a designated "collaborating partner" and through its involvement in four events.

1. A workshop entitled, "Building Organizational Capacity in Gender Analysis," coordinated by the WCI director addressed key issues based on the experience of SC's FACETS teams in Mozambique, Mali, Jordan and Pakistan. Team members designed and facilitated the workshop.
2. The MIS Coordinator from the Bangladesh field office presented research results on a panel that addressed teen parenting and risky sexual behavior.
3. SC's Afghan staff presented a workshop entitled, "Advocacy for Afghan Women for Peace and Human Rights."
4. The WCI director was invited to speak on a panel, "Women and Men Working Together."

For FACETS team members who participated, this was the first large international forum they had ever attended, and many connections were made to practitioners and academics from around the world.

Other Professional Networks

WCI continued its representation of Save the Children at *InterAction* and *SEEP*. The WCI Director has taken active part in the development of InterAction's Gender Guidelines, and most recently, led a workshop for InterAction's members entitled, "Gender Analysis 101." At the SEEP Network, the Evaluation Specialist was invited to assist with the AIMS project and has chaired meetings related to impact measurement. In addition, the Training Specialist represents SC on the U.S. Steering Committee on the Campaign to Ban Landmines, which is a collaborative initiative of many NGOs actively pursuing policies and education concern landmines.

The WCI Director has also responded to invitations at numerous and diverse fora such as the Association of Black Professionals in International Affairs (BPIA), Harvard University, University of Pittsburgh and Yale University. She continues to serve on the advisory boards of the National Multicultural Institute and WHY? and National Public Television sponsored film series entitled, "Beyond Beijing: Bringing the Conference Home."

Technical Assistance

The following is a list of technical assistance provided with WCI support in the fifth year:

<u>Individual</u>	<u>Dates</u>	<u>Country</u>	<u>Purpose</u>
WCI Director	October 24	Westport	Gender Training for the Home Office Senior Management Team
Education Specialist	November 5 - 8	El Salvador	Facilitated planning meetings conceptualizing the role of WCI in the region
Education Specialist	November 9 - 13	Bolivia	Assisted Philip Boyle with the WCI Final Evaluation
WCI Director	November 17-18	Philippines	Gender Awareness and Sensitivity Workshop
WCI Director	December 11-15	London, U.K.	Attend the Save the Children Alliance working group on gender as a follow-up to the U.N. Fourth World Conference on Women and the partnership successfully undertaken by Alliance members during that Conference
WCI Director,	January 8	Westport	Training for Area Directors on "Program Analysis with a Gender Perspective"

WMEN Specialist	January 12 - February 4	Haiti	To assist with the development of a thorough WMEN sub-sectoral analysis
Program Associate	February 9-18	Mozambique	To provide assistance in Phase II of the Gender Relations Analysis Workshop implemented by the southern Africa FACETS team, and present staff with an overview of WCI training, documentation and program activity
WCI Director	February 19-23	Philippines	To obtain field input into SC's strategic plan, to serve as a resource for a gender relations analysis training facilitated by the SE Asia FACETS team, and to discuss WCI-funded activities in the Philippines
Education Specialist	February 20- March 3	Bolivia	Provided technical assistance in phaseover from Inquisivi and initiation of programs in Oruro
Research and Evaluation Specialist	February 21 - March 4	Bolivia	Work with staff to develop an impact measurement system, review results from the impact assessment study, and develop joint WCI/Education/SC-Bolivia initiatives in girls education
Health/Population/ Nutrition Administrative	February 23 - March 6	Bolivia	Documentation of WCI in Bolivia with assistance from the Evaluation

Assistant and WCI Administrative Assistant Education Specialist	March 2-10	Bolivia	Specialist and presentation to all Save the Children staff at headquarters Analysis of the WCI final evaluation results, current program status and future directions of WCI programs.
Program Operations Director of Africa/Latin America/Caribbean	March 6-13	Haiti	Conduct a Country Review
Research and Evaluation Specialist	March 21-April 2	Mali	Work with staff on the installation of PromIS II which accepts data input from other sectors and provides for documentation of inter-sectoral activities
Training Specialist	April 10-12	Westport	Assess training priorities of sectors and integration of WCI into sector initiatives
WCI Director	April 12-27	Mozambique Malawi, Zimbabwe	Discuss WCI-II, address the application of gender issues in the region, co-facilitate the Southern Africa strategic planning meeting
Training Specialist	April 22-25	Westport	Continue training priorities assessment of sectors and integration of WCI into sector initiatives
Director of Organizational Training and Development	April 28 - May 3	Miami, FL	Assisted with the Latin America/Caribbean Area Planning Meeting

Training Specialist	May 3-13	Bangladesh	Support and assist FACETS team in the facilitation of the South Central Asia Area Regional Workshop on Gender Relations Analysis for sector staff from Bhutan, Bangladesh, Nepal, Pakistan and Tajikistan.
Training Specialist	May 6-8	Westport	Planning meetings for Economic Opportunities workshop on Program Principles
Director of Organizational Training and Development	May 12 -13	Indonesia	Assist with the Southeast Asia area planning meeting
WCI Director	May 13-22	Bangladesh & Bhutan	Meet with Area, Country Directors and partners about the progress of WCI; represent headquarters at the South & Central Asia planning meeting.
Training Specialist	May 20-23	Westport	Preparation of FACETS-II Workshop
Program Associate	May 20-24	Philippines	Work with the field office on planning and coordinating the FACETS Phase II workshop and Woman and Child Development Conference
Economic Opportunities Specialist, WCI Training Specialist and WCI Program Associate	May 28-31	Westport	Co-facilitate sessions of an intensive training on GGLS methodology for staff from headquarters, Armenia, Azerbaijan, Georgia and West Bank/Gaza

Research and Evaluation Specialist	May 31-June 6	Jordan	Co-organize a monitoring and evaluation meeting for all field offices in the Middle East to participate in an exchange of information and tools on how to best select impact indicators
West Africa Desk Officer	June 1-30	Mali and The Gambia	Acted as Area Director in Mali and provided assistance in the transition to a new NGO in the Gambia
Training Specialist	June 5-7	Westport	Preparation of FACETS-II Workshop
Program Associate	June 11-15	Ethiopia	Facilitated planning meetings conceptualizing the role of WCI-II in the region
Epidemiologist	June 25-July 2	Haiti	To assist the field office's review of on-going impact measurement systems, the identification of key development associations and research questions, and the corresponding methodologies.
Education Specialist	July 30-August 9	Mozambique	To advise on primary education and functional literacy for women
Consultant	August 20-27	The Gambia	Work with the Agency for the Development of Women & Children (formerly Save the Children) to explore partnering relationship options, and set guidelines

Training Specialist

August 24-31

Angola

for a financial management system.

Facilitated the strategic planning meeting for transition from relief to development.

Major Workshops

<u>Workshop</u>	<u>Country</u>	<u>Purpose</u>
WCI Director	Westport	Training for Area Directors on "Program Analysis with a Gender Perspective"
GGLS Business Planning Conference	Egypt	To share GGLS experiences, familiarize participants with strategic financial planning tools, and produce strong business plans with 15 field offices.
Africa Regional Partnership/Institutional Development Workshop	Zimbabwe	To provide PVOs and NGOs the opportunity to share experiences and techniques of partnering and institutional development.
FACETS Phase II Workshop	Philippines	To utilize a gender perspective to develop tools and techniques to guide field offices in analyzing programs for consistency with Save the Children's Program Principles
Woman and Child Development for the 21st Century: Principles and Practice Conference	Philippines	To provide a forum for governmental, non-governmental and academic organizations worldwide to exchange lessons learned in working with women and children in different circumstances (social, economic, political) and sectors (education, economics, health, humanitarian assistance)
From Analysis to Action: Integrating Gender into Programs	Washington, DC	To engage gender analysts from PVOs, the World Bank, and USAID in discussion and debate about best practices and key challenges in the consideration of gender in health, education, humanitarian assistance and economic development programming.

Building the Competitive Advantage of Micro and Small Businesses	Washington, DC	Co-sponsor a conference for practitioners, donors, and policy makers to develop a common understanding of business development services and explore issues of impact, scale and sustainability for business development services.
ECD Regional Workshop	Thailand	To enhance an understanding of ECD principles, increase ECD program planning, and initiate the development of a regional strategy for ECD networking
ECD Regional Workshop	Jordan	To enhance an understanding of ECD principles, increase ECD program planning, and initiate the development of a regional strategy for ECD networking
Strong Beginnings Global Conference	Johannesburg	To bring together key Save the Children education staff from around the world to reflect on lessons learned from phase one of Strong Beginnings and plan phase two.
Workshop on Mission, Principles and GGLS Methodology	Westport	A 3-day workshop for field office staff and desk officers on how Economic Opportunities programs fit in with Save the Children's Mission and Program Principles. Also provided a forum for comparison of GGLS with other microcredit methodologies and institutions
Program Design Workshop	Ethiopia	To introduce 10 participants from 6 countries to the GGLS methodology and help develop a sound program design strategy and an initial proposal for the start-up of pilot programs
GGLS Systems Training Conference	Bolivia	To introduce 15 staff from 13 field offices to the systems developed by the HO during FY 96 and to visit a wide range of financial institutions and NGOs involved in microcredit

WMEN Conference	Philippines	To introduce 7 field staff from 5 field offices to the WMEN methodology and to train in how to perform a sub-sectoral analysis and develop a program for their country's situation
"Maximizing Benefits to Children" Conference	Kent, CT	Provided an opportunity for representatives from headquarters and sponsorship field programs to strategize together on how to strengthen and focus Save the Children's strategy for benefiting children, specifically sponsored children.
AWID Conference	Washington, DC	FACETS Team members from around the world and WCI staff gave presentations on "Building Organizational Capacity in Gender," "Women and Men Working Together," "Teen Parenting and Risky Sexual Behavior," and "Advocacy for Afghan Women for Peace and Human Rights"
Gender Workshop	Ethiopia	The Horn of Africa FACETS Team conducted a gender workshop
Africa Area Conference and P/ID Workshop	Zimbabwe	Field Office Directors, Area Directors and key program staff in the Africa Region gathered for regional strategic planning and a workshop on Partnership/Institutional Development

WCI REGIONAL RESOURCE SHARING (RRS) FUNDS IN FY 96

Regional Resource Sharing Funds (RRS) are seed monies set aside for the development of innovative programming in core and non-core countries (priority is given to non-core countries). Projects funded are consistent with Save the Children's Program Principles. Field Offices use RRS funds are intended to be used by field offices to strengthen programs to become more woman-focused/child-centered. RRS funding is used to leverage additional funds, expand programs and influence policy.

Since the beginning of the grant (1991), Woman/Child Impact RRS funds have supported over 60 projects and programs in thirty different countries and regions. Listed below are projects which were funded in FY96:

The Philippines: Integrating Gender Sensitivity Lessons in the Elementary School Curriculum (\$9,520)

Together with field office funds, WCI RRS funds were used to develop gender-sensitive lesson plans for public elementary schools. The Philippine Department of Education designated certain subjects as "non-gender biased." In grades five and six both boys and girls were required to take subjects such as cooking, embroidery, woodworking, and basic furniture-making and carpentry. However, a need to integrate gender sensitivity lessons in more subjects and covering more topics still exists. RRS funds were used to design gender lessons for the following subjects: Civics (social roles), Filipino Culture (gender lessons in cultural values and norms), Social Studies/History (women in history), and Home Economics/Industrial Arts (partnership of women and men in the home).

Rwanda: Protecting our Children - Promoting/Formalizing the Linkages Between Culture and Children's Rights (\$6,000)

To promote the rights of women and children, materials were created which interpreted children's rights within a more traditional framework of parental responsibilities. The traditional definition of children's rights within Rwanda will emerge from the combined efforts of research and a workshop. The resulting experience, blueprint and materials will form a prototype that Save the Children can use as a model in other areas worldwide.

Southeast Asia: Regional Initiative for Sustainable Agriculture (\$6,000)

The Thailand field office developed the Regional Initiative for Sustainable Agriculture (RISA) to identify and promote effective means for developing the institutional capacity of local organizations within Southeast Asia in promoting farmer-based sustainable agriculture. The objectives of RISA are: (1) to promote inter-agency collaboration and sharing of resources between rural women and men, peoples organizations, NGOs, and other organizations; (2) to develop the capacity of local partner organizations to test, adapt and extend ecological approaches to pest management; and (3) to document the analysis and evaluation of similarities and differences in partnering processes undertaken

in project countries throughout Southeast Asia and disseminate lessons learned to concerned organizations.

Southeast Asia: Gender Relations Analysis Training (\$8,800)

The three-member Southeast Asia Area FACETS (Family and Community Empowerment Training Systems) team conducted a four-day gender relations analysis training in Iloilo, Philippines. The training aimed to develop staff capability in gender relations analysis in order to integrate a gender perspective into Save the Children's programs for sustainable development in the Southeast Asia Area. Participants in the training included Save the Children staff from Home Office, Viet Nam, the Philippines, Indonesia and Thailand.

Indonesia: Gender Relations Analysis Training of Trainers (\$1,307)

The Indonesia field office organized a four-day gender relations analysis training of trainers for 27 participants (13 men and 14 women) from Save the Children Indonesia field offices in Aceh, Jakarta and Nusa Tenggara; and local NGOs such as the Provincial Family Welfare Education (PKK), Women Development Program (P2W) of Syiah Kuala University, and IAIN-Raniry. The training was facilitated by one member of the Southeast Asia Area FACETS (Family and Community Empowerment Training Systems) team; the Director of PPSW, Jakarta; and a representative from the NGO Forum, Aceh. The goal of the training was to introduce gender sensitivity and awareness to increase the participants ability to conduct gender relations analysis training and provide technical assistance in various gender approaches in their development efforts.

Indonesia: Strengthening Women Home-based Workers Groups and Day Care Center (\$6,000)

The aim of this project was to empower women home-based workers (WHBW) to wield more effectively their own resources, thus providing better care for their children. The strategy entails using occupational health training to improve the WHBW's well-being and to organize them into a forum that will provide self-confidence and social protection through training, resource-pooling, and community development activities.

South Central Asia Area: Cost Recovery Workshop (\$10,600)

A multi-sectoral cost recovery workshop was held in Nepal to assist field offices in the region to set strategic objectives in cost recovery for each field office (Bangladesh, Nepal, Bhutan). Fifteen program representatives from the three field offices attended the workshop. Two to three staff were selected from each field office based on the following criteria: (1) familiarity with cost recovery activities within their field office, (2) strategic position within the field office to disseminate this methodology to other staff (training experience), and (3) senior program status to influence/shape field office program policy.

Nicaragua: Support to the National Commission for the Promotion and Protection of Children's Rights: Development of a National Social Policy on the Integral Care and Protection of Children (\$10,000)

Woman/Child Impact RRS funds were used to support the second phase of the field office's work with the National Commission for the Promotion and Protection of Children's Rights to reformulate national laws that affect children and to bring them into compliance with the articles of the Convention on the Rights of the Child. The first phase of this partnership included the formation of a team of national experts responsible for drafting legislative reforms and social policy. In the second phase, Save the Children will continue to assist the Commission by working as a permanent member in the preparation of proposals, consultation, and submission for legislative consideration and publication of policy.

Thailand: Enhancing the Capacity of the Field Office and Local Partners to Implement Gender Sensitive Programming (\$10,000)

This project continues to support the Thailand field office's capacity to address practical and strategic gender needs in its programs and to expand this awareness and understanding to local partners. These two factors contribute to and increase Save the Children's and local partners' ability to encourage and promote an holistic family approach to program design and implementation. It also prepares staff and partners for new initiatives in family development and strengthens subcommittees on women's affairs. Emphasis is placed on ensuring an equalization of gender relations in all future projects.

Middle East Area: Early Childhood Development (ECD) Strategic Planning Workshop (\$14,760)

The Jordan field office hosted a Middle East Area Early Childhood Development (ECD) strategic planning workshop. The workshop provided the opportunity for eight participants from Save the Children's field offices in Egypt, Jordan, Lebanon, and West Bank/Gaza to strengthen and define a strategy for providing ECD programs that help support working women in fulfilling their multiple roles. The workshop achieved the following goals: (1) defined and developed an Area strategy to implement sustainable, gender-sensitive ECD programs; (2) developed Area and country-specific action plans; (3) established country-based teams to follow-up and implement action plans; and (4) identified key ECD documents to adapt and translate into Arabic for use in the Middle East Area.

Angola: Strategic Planning for FY97 to FY99 (\$6,400)

The Angola field office held a Strategic Planning Workshop, August 26-30, 1996, to strengthen organizational and programmatic direction in response to the complex Angolan context. A total of 32 field staff participated in the three-day workshop facilitated by the WCI Training Specialist. The Workshop objectives were: (1) to assess field office achievements and programmatic strengths over the first two years of country programs and to initiate strategic thinking for programmatic direction in the coming three to five years; (2) to review field office staffing and administrative issues in order to improve performance and respond to field needs; and (3) to develop a strategic goal and objectives, including key sector focus areas. The workshop resulted in the development of an overall goal to promote and create sustainable socio-economic conditions to improve the well-being of children and families in vulnerable communities. The development of strategic objectives prepared the Angolan field office for movement from a relief to a development focus in the sectors of health, agriculture/economic opportunities, and community rehabilitation.

Westport: Program Principles Brochure, "Principles in Action" (\$900)

As greater attention is drawn to the Program Principles as a guide for Save the Children programming, the need for simplification of the Principles formed the basis for a brochure on the topic. To reach a wider audience, staff from Save the Children field offices provided examples of the Program Principles in action for use in a brochure describing the Program Principles. These examples were used to develop the initial text for a brochure entitled, "Principles in Action." The brochure will be completed in the next fiscal year.

ECONOMIC OPPORTUNITIES

Overview

This year, the Economic Opportunities sector focused on strengthening and expanding its existing network of Group Guaranteed Lending and Savings (GGLS) and Women's Microenterprise Networks (WMEN) programs. A new WMEN program is being added to the network, five programs have received major grant funding for GGLS expansion, and several new GGLS pilot projects have been initiated.

Economic Opportunities completed much of the development of the systems and materials necessary to maintain and to expand programs worldwide:

- GGLS Policies & Procedures Manual,
- Monitoring & Evaluation Manual,
- GGLS Promoter's Manual,
- GGLS Accounting and Financial Monitoring Manual,
- WMEN Manual, and
- Fundraising Proposal Templates.

Much progress has been made on developing a Management Information System for GGLS; Save the Children and Working Capital are jointly developing an MIS which will be available for testing in Save the Children field offices next year. Development of a Financial Management Manual for the WMEN program in the Philippines was also completed this year with Partners for Subsector Development. An Economic Opportunities informational packet has been produced, which includes an Economic Opportunities brochure, GGLS fact sheet, WMEN fact sheet, country specific fact sheets, and an Economic Opportunities video. All of these systems will form part of a "Economic Opportunities in a Box" package, which will provide programs with all of the necessary systems and tools needed for GGLS and WMEN program implementation. The Economic Opportunities Ten Year Strategic Plan was also completed this year.

Training

The Economic Opportunities sector has provided training for field staff in both GGLS and WMEN strategies. In all, four training sessions were held, with a total of 50 field staff participants from nineteen different field offices.

- GGLS Business Planning Conference: Fifteen Save the Children field offices were represented at this workshop in Cairo. The conference provided a forum to share experiences, familiarize participants with strategic financial planning tools, and produce strong business plans.

- Workshop on Mission, Principles and GGLS Methodology: This three day workshop was conducted in Westport at the Save the Children Home Office for visiting field office staff and desk officers. The training focused on a discussion of how Economic Opportunities programs fit in with Save the Children's Mission and Principles, and also provided a forum for comparison of GGLS with other microcredit methodologies and institutions.
- Program Design Workshop: Ten participants from 6 different countries participated in this workshop in Addis Ababa. This conference introduced staff from less experienced field offices to Group Guaranteed Lending and Savings methodology, and helped them to develop a sound program design strategy and an initial proposal for the start-up of pilot programs.
- GGLS Systems Training: Fifteen participants from 13 different field offices attended this conference in La Paz, Bolivia. The conference introduced participants to the systems developed by home office during the course of the present year, including GGLS Policies & Procedures, Promoters' Manual, GGLS Accounting and Financial Monitoring, Management Information Systems, and Monitoring & Evaluation manual. In addition to the presentation of the systems, the participants made field visits to a wide range of financial institutions and NGOs involved in microcredit: PRODEM, BancoSol, Caja de los Andes, Freedom From Hunger, and Cooperative El Alto.
- WMEN Conference: Seven participants from 5 field offices attended this training in the Philippines. Several participants from local Filipino partner organizations also attended and participated in the training sessions. Save the Children field office staff were introduced to the WMEN methodology and received training in how to conduct a sub-sectoral analysis and develop a program for their particular country's situation.

Other Highlights

- Save the Children received approval on two central grants from the USAID Office of Microenterprise Development.
 1. In Bangladesh, one grant will permit the development of the field office's Research and Development capacity in pilot testing with its partner institution, the Association for Social Advancement (ASA).
 2. In Haiti, the second grant will permit the initiation project activities in Women's Microenterprise Networks in partnership with Associations du Paisanes du Village (APV). The purpose is to develop a cost-effective and financially sustainable microenterprise marketing network for the food transformation sector. Save the Children will assist APV lay the groundwork

for sustainability through the establishment of cost-recovery and operating systems.

- Economic Opportunities was awarded a \$50,000 grant from the Citicorp Foundation to conduct research on savings services in Bangladesh. Save the Children will work in partnership with the Association for Social Advancement to advance the state of the art by developing liquid, voluntary savings options which are financially sustainable in a groups lending and savings project. The development of these services will be particularly significant in the Bangladeshi context due to great need, the presence of world-renowned institutions, and the lack of financially sustainable, liquid voluntary savings services.
- In conjunction with five other organizations, the Economic Opportunities sector co-sponsored a conference in Washington entitled, "Building the Competitive Advantage of Micro and Small Businesses." Over 130 practitioners, donors, academics, and policy-makers participated. The conference focused on the value of financial services; investigating the major themes of sustainability, impact, and scale from different points of view; and defined both a learning and advocacy agenda to guide the efforts to advance the state of the practice in the area of non-financial services. Save the Children is writing the full report of the conference and making it available through the Economic Opportunities office.

GGLS in WCI Primary Countries

Bangladesh: Save the Children and the Association for Social Advancement (ASA), a local Bangladeshi NGO, are continuing their partnership in GGLS. As part of the international partnership between Save the Children and ASA, consultants from ASA are providing technical assistance to Save the Children programs. Throughout the course of the year, ASA has provided technical assistance to Afghanistan/Pakistan, Ethiopia, Jordan, and Tajikistan. Representatives from both Save the Children and ASA participated in both the Business Planning and Systems Conferences. A proposal submitted to USAID was approved and received the highest technical rating among all Microenterprise Innovation Programs. This central Grant will enable ASA, with technical support from Save the Children, to pilot test liquid, voluntary savings services. The Citicorp Foundation awarded \$50,000 to Save the Children to conduct research on this savings program.

Bolivia: The Bolivia field office hosted the GGLS Systems Conference in La Paz and co-hosted an international Village Banking Conference this year. The Bolivia program continues to search for an NGO which can take over its credit program in Inquisivi. Meanwhile, the Bolivia program is considering expanding the Inquisivi program into Oruro. At the same time, the field office is initiating the development of a research component to investigate such issues as savings liquidity and stagnation in borrowing. As part of the effort to maximize Save the Children's program impact, the Bolivia program

will attempt to develop innovative models to link appropriate health and education services to group lending and savings activities.

Haiti: USAID approved a proposal for \$700,000 to initiate a WMEN program in Haiti. The proposal received the highest technical ranking of all non-financial services proposals. This non-financial services program, which will be carried out by the Association des Paysans de Vallue, will utilize the same strategy, tools, and indicators successfully developed in Save the Children's WMEN program in Manila. The Economic Opportunities office will provide technical assistance for the development of this program.

Mali: Representatives from the Mali GGLS program attended the Business Planning and Systems Conferences. Two participants also attended the WMEN conference to investigate whether the WMEN strategy may be appropriate for Mali's context. Save the Children is continuing its partnership with the Union of Village Savings and Credit Committees (UCOVEC). The GGLS program has been integrated successfully into the existing UCOVEC credit union structure; the program operates through a "window" specifically set up for the GGLS program. To date, the program has reached nearly 2,500 women borrowers through its GGLS programs and plans to continue its expansion and reach 4,000 more women in the next two years.

Mozambique: Representatives from Mozambique attended both the Business Planning and Program Design conferences. The Mozambique field office will soon initiate its GGLS activities in the provinces of Xai-Xai and Bilene, where Save the Children has been working since 1987. The program seeks to recover operating costs within four years of program implementation and to cover full financial costs within seven years.

Secondary Countries

Afghanistan/Pakistan: The Pakistan program received a \$1.5 million grant to expand its GGLS program into the Balochistan region, and a \$300,000 grant for the Mazar region. Over the next three years, the program plans to provide credit services to 10,000 women. As part of Save the Children's partnership with ASA, a long-term consultant from ASA provided technical assistance to the GGLS program.

Caucasus: Staff from the Armenia, Azerbaijan and Georgia field offices participated in the Business Planning; Systems Conferences; and Training on Mission, Principles, and Methodology. In addition, four staff members attended the Microfinance Training Institute intensive program in financial management in Boulder, Colorado. The staff are now in the process of designing programs and writing proposals to initiate pilot GGLS programs.

Egypt: The Egypt field office hosted the Business Planning conference, and the new GGLS Program Officer for Egypt attended the Systems Conference. The Egypt field

office has initiated a pilot GGLS project in Cairo with the Women's Health Improvement Association, and plans to reach 800 women in the first year of program implementation.

Ethiopia: The Ethiopia field office hosted the Program Design training, and participated in the Business Planning and Systems Conferences. A GGLS pilot project was initiated in Addis Ababa to serve poor widows in urban slums. The program plans to reach 750 women in the first year.

Jordan: USAID awarded a central grant and a local grant totaling \$1.5 million to the Jordan GGLS program. Over the next three years, the program plans to serve 6,000 clients nationwide. USAID later performed an evaluation of the Jordan GGLS program and identified Save the Children as the microcredit leader in the region. Staff from the Jordan field office participated in the Business Planning and Systems Conferences. The Jordan field office is in the process of establishing a local NGO and forming its Board of Directors to maintain the vision of the organization and provide financial oversight.

Lebanon: USAID awarded a \$1.4 million grant for the Lebanon GGLS program. The CGAP appraisal team evaluated the Lebanon program and is considering funding a regional technical specialist. In addition the program has been visited by UNDP and is being considered as a technical lead agency for the implementation of MicroStart, a new grant facility. The Lebanon field office has formulated a long term business plan, which includes among its goals the establishment of a local non-governmental organization to manage the long-term implementation of the GGLS program.

Philippines: The Philippines field office hosted the Women's Microenterprise Networks conference. A partnership was initiated between Save the Children and the Department of Trade and Industry of the Philippine government to expand and develop the WMEN program. The Metro Manila Alliance expanded its membership, and the Philippines program is making progress on developing cost recovery mechanisms to achieve operational sustainability.

West Bank/Gaza: An assessment of the West Bank/Gaza GGLS program conducted by Bob Cristen, an international microfinance leader, concluded that the GGLS methodology was the most appropriate method for targeting female microentrepreneurs in this area. The CGAP appraisal team evaluated the West Bank program and is considering funding a regional technical specialist. The West Bank/Gaza program was recently awarded a \$1 million grant to expand its credit program. Staff from the West Bank/Gaza program attended the Business Planning and Systems conferences, as well as the Microfinance Training Institute.

Technical Assistance

In addition to training provided at the four conferences, the following technical assistance visits were arranged by the Economic Opportunities office:

- Staff from partner organization the Association for Social Advancement provided both short and long term technical assistance to the Jordan, Ethiopia, Pakistan/Afghanistan and Tajikistan field offices.
- Staff from the Lebanon field office has provided both short and long term technical assistance to the Jordan and Egypt field offices.
- The West Bank/Gaza and Lebanon field offices received appraisal visits from a team of economists from the World Bank's CGAP fund, and the Middle East Region is being considered for CGAP funding for a regional technical specialist. Lebanon also received an appraisal visit from USAID.
- The Microenterprise Office of USAID evaluated the Jordan field office's GGLS program.
- The Economic Opportunities office identified and oriented a consultant to assist the Mozambique field office in the design of a GGLS pilot project.
- The WMEN technical specialist conducted a 30 day training to strengthen the capability of its Filipino partner institution, Partners for Subsectoral Development, to expand the scale of its non-financial services and to move toward greater cost recovery.
- The WMEN technical specialist provided technical assistance in WMEN program design and cost recovery mechanisms to the Nepal and Burma field offices.
- The WMEN technical specialist provided technical assistance to the Haiti field office to develop a thorough WMEN sub-sectoral analysis.

Documentation and Policy Influence

The Economic Opportunities staff continues to participate in three of SEEP's working groups: the poverty lending working group, financial services working group and non-financial services working group.

Save the Children is also participating in an advisory group to CGAP at the World Bank providing feedback to the development of a management information systems manual and an auditing manual which are being developed by Deloitte and Touche.

Save the Children participated in the MicroCredit Summit preparatory meetings, as part of the preparation for participation in the MicroCredit Summit in February of 1997.

The Economic Opportunities specialist gave a presentation on "GGLS and Impact" and "Monitoring Systems" at the USAID Microfinance Training Seminar, and attended briefing meetings at CGAP and the Inter-American Development Bank.

The Economic Opportunities Director was named to the board of the International Coalition on Women and Credit, and was reelected as Secretary of SEEP's Board of Directors.

The Economic Opportunities Director lectured on "Gender and Microenterprise" at the Columbia University School of International and Public Affairs, on business planning at SEEP's Planning Grant Meeting.

The Economic Opportunities Director and Specialist gave a presentation on Save the Children's GGLS and WMEN programs to the office of Women in Development of USAID, and made presentations at SEEP's Conference on Expansion and Sustainability.

At the InterAction Forum, the Economic Opportunities office organized a workshop entitled "Beyond Credit: Reaching Low-Income Microentrepreneurs." The WMEN specialist gave a presentation on Women's Microenterprise Networks' methodology.

Save the Children is consulting for USAID as part of the Impact Assessment Consortium of the AIMS project, and is participating in an advisory consortium responding to USAID's requests for technical assistance.

Save the Children co-sponsored the Conference on Building the Competitive Advantage of Small and MicroBusinesses, an event which brought more than 100 practitioners, academics, and policy makers to investigate the state of the practice in non-financial services.

Staffing

Several changes have occurred this year with Economic Opportunities staff. Alexandra Overy joined the sector part-time as WMEN specialist. Mary Jane Quattrocchi joined the sector as the new Administrative Assistant. Kim Berman joined the staff as a GUYER Fellow working jointly on WMEN projects and materials development. Lisa Ciccone joined Economic Opportunities as Program Associate. Madeline Hirschland departed from her position as Director of Economic Opportunities at the end of the year. Jacqueline Bass continues in her capacity as the Economic Opportunities Specialist.

EDUCATION SECTOR

In terms of Save the Children's strategic plan, FY96 was a transition year from building the base to expanding program quality and scale. WCI launched in 1991 and drawing to a close in late 1996, conformed to this pattern. Similarly, Save the Children initiated its distinctive education program, **Strong Beginnings**, as part of WCI in response to the challenge announced by the world conference on Education-for-All in 1990. FY96 was therefore, devoted to the completion of one round and initiation of a new round of the five year program cycle in education.

Within WCI, Save the Children's education program sought to define a distinctive WCI-type approach to basic education, articulate that approach in the primary and other Save the Children country sites, and help establish supportive links between education activities and those in other sectoral areas. Over the course of the grant period, the unique principles of Strong Beginnings' basic education three program foci of early childhood development, primary education, and nonformal adult education were clarified. Specifically, the approach is child-centered, gender-sensitive, low-cost, locally-sustainable, community-based and emphasizes capacity-strengthening linking local action with policy advocacy. By the end of 1995, 20 field offices, including the WCI primary countries, were actively engaged in **Strong Beginnings** education activities, and Save the Children had defined a clear niche in the education field as an advocate and practitioner of community-based approaches to basic education with an emphasis toward girls and women's education.

FY96 was therefore devoted to two key tasks - reviewing experience to generate lessons learned, and expanding the scale and impact of the education portfolio. During the fall, the Education Office undertook a review of program accomplishments, planned formal evaluations of several key country-site projects, surveyed field offices regarding sectoral collaboration and support, and identified key lessons learned from phase one of the **Strong Beginnings** experience in WCI primary and other countries. The review concluded that the education sector program had indeed defined a distinctive WCI-type approach to basic education, been adapted successfully in 20 country settings including the WCI primary countries, generated promising models of community-based early childhood development, alternative primary and adult nonformal education, explored new strategies of technical assistance, and expanded Save the Children's credibility to engage in influential policy dialogue in the education sector. In the primary countries, this education activity was linked to some degree with the other sectoral activities in the program areas. The review also concluded that education activities remained small in scale, with a few exceptions, and did not engage in enough systematic evaluation of program impact or documentation of insights.

Following the review, Save the Children successfully sought foundation funding for core education sector activities, drafted a five year plan of growth and improved quality, reviewed and redefined the draft plan in a Future Search Conference funded by WCI and

held in July 1996. The conference attended by 50 staff from Save the Children participating field office, clarified directions of the education sector programming and reviewed and renewed key partnerships with collaborating agencies in the education field, as well as strengthened its core HO team.

In Haiti, education activities were not prioritized as the new health, water and GGLS project in Gran Gouave was started up. In Bolivia, support to multi-grade schools and literacy circles in Inquisivi was continued, while a new joint initiative in girls education with Plan International and World Vision was shaped for discussion with the World Bank and Ministry of Education. The village schools program expanded rapidly in Mali with greatly increased Ministry of Education and USAID local mission support. Mali actually began acting as a regional programming hub by stimulating village schools activity in Burkina Faso and most recently Guinea with USAID support. As part of the community reconstruction and resettlement process in Gaza Province in Mozambique, a set of community schools and school committees were established in partnership with the district education office, defining another pattern of NGO-government-community collaboration, building on and extending the Mali experience. In Bangladesh, the field office developed a detailed parent education and pre-school curriculum and began defining a national role as a source of training and materials development in early childhood development, with financial support from UNICEF and Plan International. Save the Children provided technical training support to the Africa regional UNICEF-Bernard van Leer Foundation-Save the Children early childhood development training project, and served as advisor on World Bank missions to El Salvador and the Philippines.

In addition, the education office with support from WCI funding convened sectoral and Partnership in Development workshops in Asia, the Middle East and Africa, collaborated in international sectoral meetings with UNICEF, UNESCO, the World Bank, USAID, Bernard van Leer Foundation, and provided technical assistance to field programs in Bolivia, El Salvador, Mali, Malawi, Mozambique, Ethiopia, Rwanda, Gaza/West Bank, Egypt, Bangladesh, Nepal, Thailand, Philippines, Bosnia and other sites. The WCI funded Strong Beginnings Regional Workshop on Program Planning in the Middle East was held June 1996 in Amman and included Save the Children field offices from Jordan, West Bank/Gaza, Lebanon, and Egypt.

In sum, these strategic planning, technical assistance and capacity-building activities form a solid foundation for scaling up the scope and impact of Save the Children's education activities in the next phase of Save the Children program action.

VI. FINANCIAL REPORT

1. Attached are a 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 vs. Actual expenditures indicates actual expenses for years 1, 2, 3, 4 and preliminary expenses through September 30, 1996. Once Save the Children's financial statements for the month of September 1996 are closed, we will submit an official report to AID.

2. To date AID 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 AID FRLC grants cumulatively. Save the Children reports status of drawdowns (cash on hand) monthly to AID on SF-272 in a timely manner.

3. Matching grant is complemented by Save the Children cost sharing fund, by other AID funds, and by various non-AID sources of funding.

4. Save the Children does not anticipate problems in meeting the agreed cost-share on the life of the grant. See attached Matching Grant Expenses vs. Match chart for years 1, 2, 3, 4 actual, and year 5 preliminary.

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

	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, 1996	October 1, 1995 - September 30, 1996		TOTALS
	AID ACTUAL	AID ACTUAL	AID ACTUAL	AID ACTUAL	AID ACTUAL	AID BUDGET	5-YEAR AID BUDGET
COST ELEMENT							
Program Costs							
Salaries/Fringe	361,426	373,001	282,503	395,802	404,689	439,056	1,851,788
Travel	119,294	207,602	123,901	339,188	281,597	456,862	1,246,847
Sub-Projects	1,846	27,896	21,714	338	544	23,049	74,843
Other	17	431	874	2,804	427	8,176	12,302
Subtotal	482,583	608,930	428,992	738,132	687,257	927,143	3,185,780
Procurement							
Supplies	7,966	37,714	29,616	20,305	27,527	26,546	122,147
Services	1,307	8,137	22,241	7,385	13,773	55,012	94,082
Equipment	0	0	0	0	0	0	0
Subtotal	9,273	45,851	51,857	27,690	41,300	81,558	216,229
Evaluation							
Salaries/Fringe	70,045	46,201	105,499	100,564	81,522	125,821	448,130
Travel	29,284	13,111	25,456	156,257	39,077	46,782	270,890
Other	5,967	2,657	6,738	18,512	299	1,374	35,248
Subtotal	105,296	61,969	137,693	275,333	120,898	173,977	754,268
TOTAL DIRECT COSTS	597,152	716,750	618,542	1,041,155	849,455	1,182,678	4,156,277
INDIRECT COSTS	110,628	132,794	125,491	201,082	160,065	273,730	843,725
GRAND TOTAL	707,779	849,544	744,033	1,242,237	1,009,520	1,456,408	5,000,001

* AID actuals for Year 5 are not yet official.

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

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

	TOTAL DIRECT COSTS	TOTAL INDIRECT COSTS	GRAND TOTAL
10/01/91-09/30/92			
YEAR 1 MG MATCH	958,200	-	958,200
YEAR 1 MG EXPENSES	597,152	110,628	707,780
10/01/92-09/30/93			
YEAR 2 MG MATCH	893,135	-	893,135
YEAR 2 MG EXPENSES	716,750	132,794	849,544
10/01/93-09/30/94			
YEAR 3 MG MATCH	888,892	-	888,892
YEAR 3 MG EXPENSES	618,542	125,491	744,033
10/01/94-09/30/95			
YEAR 4 MG MATCH	1,477,397	-	1,477,397
YEAR 4 MG EXPENSES	1,041,155	201,082	1,242,237
10/01/95-09/30/96			
YEAR 5 PROJECTED MG MATCH	782,376	-	782,376
YEAR 5 MG PROJECTED EXPENSES	1,182,676	273,730	1,456,406
TOTAL LIFE OF PROJECT MG MATCH	5,000,000	-	5,000,000
TOTAL LIFE OF PROJECT MG EXPENSES	4,156,275	843,725	5,000,000

WCISMTCH

VIII. LESSONS LEARNED AND LONG TERM IMPLICATIONS

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

Institutionalizing Woman/Child Impact

Impact Assessment

Training of staff is essential to ensure the understanding, purpose and value of evaluation and monitoring systems. Even where ProMIS was technologically effective, training of staff was essential in order to generate appropriate hypotheses, comfort with the system, clarity on impact and quality of data being entered into the system.

Changes made to the ProMIS software should be field tested in one site only prior to implementation on a global scale in order to decrease burden on staff time and increase cost-effectiveness.

Home Office

WCI has initiated and contributed to such policy developments as Save the Children's 3 Year Strategic Plan, The International Program Handbook, the acceptance of Save the Children's Program Principles and FACETS development. The results of such institutional policies needs to continue but will require more Home Office training if policies are to be translated into action especially with further moves towards de-centralization.

There is the need for creative application and further de-mystification of gender through education, training, and raising the theoretical and analytic knowledge base of Save the Children staff.

The institutional commitment which now exists for gender analysis in programming and institutional framework needs to be pursued in all aspects of operations.

Core Countries

Institutional gender training which has significantly increased awareness and skills but needs further support at all levels within the agency including, leadership, peers, and Field Office Directors. Ongoing dialog with Area Directors and Field Office Directors as to FACETS progress is also essential.

The degree of success which FACETS teams have achieved and the consequential credibility and visibility which they have received has created some resistance amongst colleagues. It is essential to promote FACETS tiered training model whereby other staff are trained to take on FACETS members roles as they move to other field programs. Staff training is essential to FACETS sustainability.

Partnership

Creative partnerships are an important mechanism for scaling-up, cost-effective programs and sustainability.

Clear-cut goals, structure, indicators for success, expectations, and common values and principles are essential for developing a common ground for effective partnerships. If these are not developed initially, partnerships become diverse and do not produce necessary results.

Lack of clarity of effective partnerships as well as Save the Children's capacity to document, track and measure the impact of effective partnerships are impediments for improving the quality and outcome of effective partnering.

Documentation

Various programmatic achievements of field programs are recognized, but greater resources to document these achievements are needed in order to pose challenges to the development community at large.

The documentation of the outcome of gender sensitive programming through demonstrating direct linkages between the institutionalization of gender and program impact is essential if significant woman-focused, child-centered impact is to be realized.

VIII. RECOMMENDATIONS

The following recommendations draw from lessons learned during the final evaluation of the Grant conducted at the end of Year Four, and subsequent discussions within Save the Children concerning future program direction and the role of Woman/Child Impact. The recommendations address four major areas:

- Institutionalizing Woman/Child Impact
- Monitoring and Evaluation
- Establishing Effective Partnerships
- Documentation

Institutionalizing Woman/Child Impact

While major results have been achieved in the institutionalization of WCI, the associated complexities have become evident both at the headquarters and field levels.

Headquarters:

Policy level accomplishments within Save the Children need to be complemented with greater demonstration of, and clarity about, program level outcomes, requiring the following actions:

- Continue training in a more systematic fashion with regular followup and greater linkages to sectoral initiatives.
- Further demystify gender through education and training to increase knowledge about theoretical base and analytic possibilities within Gender and Development.
- Strengthen and encourage the work of FACETS teams to ensure the translation of analysis into actions that are culturally, politically and technologically appropriate for the development of sustainable programs.

Time and persistence are essential to translate the commitment to WCI on the part of different levels of leadership into operational actions that are well integrated into organizational systems. Increased dialogue is necessary at various levels of the organization and continued reinforcement during institutional opportunities such as board meetings, staff meetings and regional planning meetings.

Achievements need to be documented and disseminated widely among decision makers at Headquarters.

Core Countries:

The primary means of institutionalizing WCI within field offices is the FACETS (Family and Community Empowerment Training Systems) initiative. These teams cover 20 countries in which Save the Children works, and are a resource that can be strengthened in the following ways:

- Increased opportunities for FACETS teams to interact with each other, with Headquarters staff and in other fora that will strengthen their self esteem and enable them to challenge effectively in senior program contexts.

- Increased dialogue between the WCI Director, the field and Area Directors about the capacity of FACETS teams and concrete ways in which they can help strengthen programming and support the development of team members.
- Greater training for field leadership about the FACETS initiatives, and about skills and capacities of team members.

Teams may also be encouraged to share methods and concepts associated with gender and development with a wider set of colleagues to demystify it and reduce resistance.

Encouragement from field and headquarters leadership supported by access to time and resources would better position team members to demonstrate success in the context of program outcomes.

Ongoing training cycles must continue in order to assure sustainability. When FACETS team members leave Save the Children, or are promoted to positions in which they can no longer function as part of the core team, others can step into their place. In addition, a larger group of trained staff provides a broader base of support and common language for discussion and debate.

Monitoring and Evaluation

At the beginning of the WCI Grant Save the Children found itself in the unique position of having access to the technology and a population based database (ProMIS) that could permit measurement of multi-sectoral impacts of its programs. Numerous factors addressed in the WCI final evaluation conducted by an external evaluator and in Section VII of this report prevented the measurement of “synergy” from integration.

Nevertheless, the experience from ProMIS combined with the conduct of a series of impact studies have provided Save the Children with considerable insight into ways to advance the measurement of impact of our programs.

Impact measurement requires the presence of a staff person on site who is focused exclusively on multi-sectoral impact. This individual needs to be linked to others working on similar issues within the Save the Children context, and outside Save the Children. National staff in the country where the impact is expected to be measured are best positioned to identify appropriate tools and techniques that are cost effective and realistic in that country context.

Impact assessment must also be clear to staff and other stakeholders both in terms of what we mean by it and its utility. Some of the actions associated with achieving this buy-in are training in hypothesis generation, use of methods that are accessible given the education background of stakeholders, and clarity about concepts such as impact, indicators, empowerment, and partnership.

Partnerships

Around mid-point of the WCI Grant, an explicit and increasing realization emerged around the importance of a diversity of partnerships that often extended beyond the confines of the "locale specific interventions" identified by the Grant. Partner organizations are no longer only small local NGOs, but cover the full spectrum from governmental and non-governmental organizations of various sizes with a broad array of goals and interests. As the possibilities for the types of partnerships expand, the choices for partnerships and benefits from them can become dispersed.

"Structured" partnerships are developed around common goals, values, principles and expectations. They may occur with little or no exchange of funds, but require clarity of roles, responsibilities and benefits for each party.

Measurement of "structured" partnerships requires the development of measurement tools, process indicators and impact indicators.

As a cross-cutting element of development programming, a focus on structured partnerships requires the attention of a full time staff person to ensure appropriate personal interaction and dialogue, and for the conceptual development of models that cut across multiple levels of development.

Documentation

Save the Children's program experience is substantial, and in many respects, cutting edge. Resources, language barriers experienced by field staff, lack of self esteem to record program experience, all contribute to poor documentation and dissemination of grassroots programs.

Greater resources and an explicit commitment to documentation are essential. Annual conferences or fora can provide a basis for discipline around analysis and documentation of program experience.

Documents should be in multiple formats (brochures, papers, videos), directly link program interventions to improvements in the lives of children, include case histories, and demonstrate impact through quantitative and qualitative data.

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. 0412-0530
Expiration Date: 03/31/89

FOR OFFICIAL USE ONLY

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

PROJECT INFORMATION (PRIMARY)

Name of Organization Save the Children		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

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

- Status
1. Implemented FACET's action plan by training staff in gender analysis and incorporating results into the program.
 2. Conducted Strategic Planning Workshop to guide programming vision and activities of the Bangladesh Field Office over the next three years.
 3. Increased program partnerships with national and government NGOs, namely a strengthened partnership with the Association for Social Advancement.
 4. Developed literacy curriculum to introduce into women's savings groups.
 5. Continued to publish and disseminate reports/studies to the development community in Bangladesh.
 6. Provided training in various methodologies (e.g.PRA) to field staff, and partner agencies.

COUNTRY INFORMATION (SECONDARY)

Country Bangladesh	Location in Country (Region, District, Village) Rangunia, Mirzapur, Ghior, Nasir Nagar 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	84,197	99,441
PVO \$	8,250	51,337	91,173	84,197	99,441
INKIND					

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Name of Organization	Save the Children	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

1. Prepared for phase-out from Inquisivi.
2. Completed program impact study which will help shape future program strategy.
3. Evaluated the women's literacy program and designed curricula for post-literacy program.
4. Participated as a full member of the PVO Credit Coordination Group
5. Conducted feasibility study in Oruro to determine possibility for replication from Inquisivi experience.
6. Continued success in credit program enlisting the participation of 781 clients.

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	86,252	71,871
PVO \$	40,419	72,555	98,428	86,252	71,871
INKIND					

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

PROJECT INFORMATION (PRIMARY)

Name of Organization Save the Children		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

1. Reviewed on-going impact measurement system
2. Identified key "development" associations and research questions
3. Conducted a WCI intersectoral evaluation
4. Reduced number of animatrices to 5 and revised their roles
5. Conducted 320 supervisory visits to 34 primary schools
6. Held a two-week training for 26 primary school principals and one for 35 third, fourth, fifth and sixth grade teachers
7. Began a **new** literacy program for 292 women; 223 of whom passed the final exam

COUNTRY INFORMATION (SECONDARY)

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

COUNTRY FUNDING INFORMATION (\$000)

YEAR	1992	1993	1994	1995	1996
AID \$	28,720	86,826	99,269	72,124	80,613
PVO \$	28,720	86,826	99,269	72,124	80,613
INKIND					

**PVO PROJECT REPORTING INFORMATION
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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 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

1. Integrated WCI staff into sectoral units adding one Gender Agent to each sectoral team.
2. Enhanced monitoring systems by installing ProMIS-II
3. Conducted extensive training and discussions on gender with staff and numerous communities
4. Hired two staff in Research/Evaluation and Information Analysis
5. Gender Agents conducted a baseline survey in 12 communities with about 700 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	117,136	75,117
PVO \$	54,698	66,887	67,952	117,136	75,117
INKIND					

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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

1. Training of SC staff in Maputo, Xai-Xai and Tete Provinces in order to introduce key concepts related to gender-sensitive planning and development.
2. Family and Community Empowerment Training Systems (FACETS) now represented in four countries within Southern Africa region.
3. Enhanced promotion of training and gender in S. African region.
4. Active gender analysis of projects being designed and implemented.
5. Effective partnership development with local NGO's.
6. Development of draft gender policy for SC Mozambique Field Office.
7. Initial feasibility assessment for Group Guaranteed Lending Program
8. Functional literacy for women now linked to GGLS and other programs

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 \$				1,944	58,056
PVO \$				1,944	58,056
INKIND					

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

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

FOR OFFICIAL USE ONLY

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

PROJECT INFORMATION (PRIMARY)

Name of Organization Save the Children	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

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**
1. Completed International Programs Handbook which lays out SC programming philosophy, approach, focus and priorities.
 2. Expanded FACETS: staff trained in over 20 countries; over 50 partner agencies trained; gender relations analysis conducted by 6 teams; initial steps taken for systematic measurement of impact.
 3. Publication and wide dissemination of FACETS Phase II report.
 4. Major global conference on women and child development for the 21st century, attended by over 100 partners.
 5. International sector conferences in Economic Opportunities and Education.
 6. Trained Headquarters staff in use of Program Principles and senior management training in gender awareness.

COUNTRY INFORMATION (SECONDARY)

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

COUNTRY FUNDING INFORMATION (\$000)

YEAR	1992	1993	1994	1995	1996
AID \$	465,063	417,719	617,130	679,500	2,643,007
PVO \$	465,063	417,719	617,130	679,500	2,643,007
INKIND					

Status Cont.

7. Exceeded working paper and monograph requirements; expanded circulation of Program Exchange to field staff; completed WCI video, developed by field staff.
8. Leadership role in development of SC's Three Year Plan and in planning meetings supporting evolving sub-regional management structure.
9. Recognized by InterAction with Millie Leet Award for integration of gender into programs; and by Save the Children with President's Award honoring individuals and groups who demonstrate the highest ideals of Save the Children and whose contributions can be directly linked to the success of the organization.

Updated 10/23/96

Recent AID Grants

Grant Name	Number	Amount	Term	Contract Officer	Relevant Activities
AID Rwanda - Psycho-Social Assistance	623-0148-G-00-6008	\$649,988	10/1/95-10/31/96	Raymond L. Edler AID - REDSO/ESA P.O. Box 30261 Nairobi, Kenya 254-2-751613	To provide psychosocial assistance to displaced children in Rwanda
AID Child Survival - Sahel	688-0247-G-00-6804	\$351,456	10/1/95 - 9/30/99	Amy Heinen USAID B.P. 34 Bamako, Mali 22-36-02	To support the reduction in maternal and infant mortality and morbidity by supporting village health committees.
AID Integrated Development II- Sahel	688-0247-G-00-6805	\$380,751	10/20/95 - 9/30/99	Amy Heinen USAID B.P. 34 Bamako, Mali 22-36-02	To improve socio-economic conditions through the empowerment of village committees and the application of Mali's food strategy.
AID Education Initiatives - Sahel	688-0258-G-00-6800	\$112,972	11/1/95 - 9/30/96	Gary C. Juste USAID B.P. 34 Bamako, Mali 22-36-02	To promote education for all, especially girls, promote community participation, provide training for individuals and organizations, and document successful approaches.
AID STAFH (AIDS and Family Health) in Malawi	690-0238-G-00-6040	\$737,162	10/1/95 - 9/30/98	Jeffery D. Bell USAID P.O. Box 2427 Gaborone, Botswana (267)353382	To stimulate demand for AIDS prevention and family planning services, expand supply and quality of these services and promote appropriate behavior change.
AID Egypt APEAL	263-0225-G-00-6021	\$1,729,573	1/14/96 - 1/13/99	James F. Dunlap USAID 106 Kasr El Aini Street Garden City Cairo, Egypt 20-2-355-7371	To increase enrollment of Egyptian girls from low income families in primary education.

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Updated 10/23/96

Recent AID Grants

Grant Name	Number	Amount	Term	Contract Officer	Relevant Activities
AID GGLS Rural Jordan	278-0255-A-00-6512	\$500,000	12/1/95 - 7/31/98	John A. May USAID P.O. Box 354 Amman, 11118 Jordan 820101	To establish a microenterprise credit scheme targeted at disadvantaged women living below the poverty line in rural Jordan.
AID Jordan-Assisting Jordanian Women's Union	PCE-0406-A-00-5039	\$1,000,000	9/30/95-1/29/99	Mark A. Walther Grant Officer OP/B/PCE 320 Twenty-First St. N.W. Washington, DC 20523 (703)875-1266	To develop financially and institutionally sustainable institutions which access formal sector resources and markets to increase economic opportunities for the poor, in particular women.
AID Lebanon GGLS	HNE-0360-G-00-5085	\$1,456,310	9/25/95-3/31/98	James A. Jeckell AID Office of Procurement 320 Twenty-First Street, NW Washington, DC 20523 (703)875-1170	To provide loans and mobilize savings for women living in poverty belts and develop Secours Populaire Libanaies by strengthening its administrative and organizational capacity.
AID OFDA Refugee Assistance Ex-Yugoslavia	AOT-3045-G-00-6017	\$700,681	12/15/95 - 12/31/96	Michael F. Walsh AID OFDA/OS Room 1262A N.S. Washington, DC 20523-0008 20-2-3557371	To assist newly arrived Krajina refugees by establishing a minimum of 150 relocation centers.
AID Primary Education - Nicaragua	524-0329-A-00-6017	\$370,000	5/3/96 - 9/30/98	Michael S. Kenyon USAID Amemb, Managua USAID Unit 2712, Box 9 APO AA 34021 011-505-2-670502	To improve the quality of primary education from grades 1-4 through community involvement in 300 schools.

Recent AID Grants

Grant Name	Number	Amount	Term	Contract Officer	Relevant Activities
AID Cambodia Assistance to Primary Education	442-0116-A-00-6519	\$6,902,631 (Save the Children's portion...\$2,240,272 currently obligated)	4/20/96-4/19/01	Michael J. Nicholas Agreement Officer USAID Thailand 37 Petchburi Soi 15 Bangkok, 10400 Thailand 255-3550-9	To enhance the capacity of local staff to bring about qualitative improvements in student learning, strengthen capabilities of community institutions, and improve the resource infrastructure of the primary school system at the district level.
AID Gaza Neighborhood Upgrading	294-0006-A-00-561	\$2,050,000	9/21/95-9/30/97	John A. May USAID P.O. Box 354 Amman, 11118 Jordan 820101	To upgrade community infrastructure in five neighborhoods in the Gaza Strip, thus improving environmental health status.
AID Strengthening NGO Management of Institutions in Indonesia	497-0385-G-00-503	\$150,000	9/25/97-9/24/97	Peter W. Shirk USAID American Embassy Jakarta, Indonesia	To increase the effectiveness of the Regional Forum of NGOs in expanding community participation in the development process.
AID War Victims Project in Lao	410-0002-G-00-553	\$500,000	9/29/95-3/31/97	Thomas M. Stephens USAID/Thailand 37 Petchburi Soi 15 Bangkok 10400 Thailand 255-3650-9	To improve the physical, social, and economic livelihoods of war affected people in Laos.
AID Mali GGLS	688-0260-G-00-581	\$603,504	11/22/94-8/30/99	Beth Paige USAID/Mali B.P. 34 Bamako, Mali 223602	To support the Women's Group Guaranteed Lending and Savings Project.

Updated 10/23/96

Recent AID Grants

Grant Name	Number	Amount	Term	Contract Officer	Relevant Activities
AID Tajikistan Health	DHR-0001-G-00-60	\$337,408	9/16/96-9/17/97	Stephen A. Dean USAID M/OP/ENI/DHR 320 Twenty-First St. Washington, DC 20523	To foster community organization, develop community institutions and financing, and support village primary health care centers.
AID GGLS in West Bank/Gaza	294-0018-A-00-657	\$1,000,000	9/18/96-9/30/98	John May USAID/West Bank & Gaza 71 Hayarkon Street Tel Aviv, Israel	To institutionalize large-scale micro-finance services for poor Palestinian women.
AID OFDA Emergency Relief - Um Ruwaba Sudan	AOT-G-00-96-0000	\$212,777	9/1/96-11/30/96	Lisa M. Bilder USAID Room 1262A NS Washington, DC 20523-000	Ensure nutritional security of vulnerable persons classified as in "immediate need" in North Kordofan State.

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SAVE THE CHILDREN (WC) 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. Empowerment: Increased knowledge, skill, self-esteem, and control over one's own resources.	<ul style="list-style-type: none"> - "Promis" health data and health post data - Literacy training course records and "Promis" literacy data - School records and "Promis" school data - Pre vs post interviews and focus group discussions with women - Observation of level of participation in productive and CD activities 	<ul style="list-style-type: none"> - Qualitative assessment of empowerment yields trustworthy information
PURPOSE:			
To measurably increase SC's impact on women and children in core countries by 1996.			
1) Organizing and strengthening women's and children's groups.	(representative sample) - Increase in women's groups organized and functioning - Increase in children's groups organized and functioning.	{ Program records and observation of level of activity {	<ul style="list-style-type: none"> - 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 	<ul style="list-style-type: none"> - 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
- Functioning staff/organizational development systems in place
- Increase in number of partnerships with local institutions
- Functioning grant management system in place
- Observation
- Observation
- Systems development receives agency-wide support

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

OUTPUTS:

1) Program Implementation

- Local-specific "clusters" of sectoral interventions identified

- Six primary country "clusters" identified

DIP's

- Primary country detailed implementation plans (DIP's) completed

- Six DIP's completed

DIP's

- Women's and children's action groups formed or expanded

- Increased number of women's and children's groups formed/expanded

- Program records/visits

- Innovative basic education programs implemented

- Core country basic education programs implemented

- Program records/visits

- Revolving loan funds expanded and self-sustaining "locally managed"

- Core country loan funds expanded, etc.

- Program records/credit database/visits

- Local economic conditions positively affect credit program establishment

- Training cycles designed and functioning in core and secondary countries

- Participating country training cycles designed/functioning

- Program records/visits

- FO trainers can establish/manage training cycles

- Partnerships established with local institutions in primary and secondary countries

- Increased number of NGO partnerships established

- Program records/visits

- Program receives support of relevant existing local institutions

2) Support

- Sectoral training, technical assistance and documentation programs designed and implemented

- Program support division training, TA and documentation programs functioning

- Program records/trip and event reports

- Agency wide management training program implemented

- All SC Directors completed management training program

- Program records/trip and event reports

- Management consultant identified/contracted

- Establishment of new regional management and technical assistance mechanisms

- Three new regional management/TA mechanisms established

- Program records/trip and event reports

- Planned "regionalization" steps taken

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

- Quantitative/qualitative evaluation systems functioning and new instruments developed

{
{
{ observation/trip and event reports
{

- Impact evaluation specialist hired

- Agency staff and organizational development systems designed and functioning

- Agency S-OD systems functioning and materials developed

- Agency archives

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

- Program lessons learned documented systematically

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



4) Increasing their health status

- Increased utilization of available

- ProMIS data

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	

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PUBLICATIONS

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

The documents listed below include all documents produced by WCI since the beginning of the grant (1991).

PROGRAM PAPERS

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 Szecsey and Michael Gibbons, Working Paper No. 8 (1996)

Enhancing Capacity to Benefit Women in Sustainable Agriculture and Natural Resource Management Activities, by Marcia Ishii-Eiteman and Nara Kaophong, Working Paper No. 6 (1996)

International Programs Handbook, by Save the Children International Programs Department, Monograph No. 7 (1996)

RTI/STD and Risky Sexual Behavior in the Context of a "Conservative" Society, by Ruchira Tabassum Naved (1996)

Gender Awareness and Sensitivity Training in the Philippines, by Purisima Gonzales, Monograph No. 6 (1996)

SC/ASA Credit Program: A Review, by Ruchira Tabassum Naved, Working Paper No. 5 (1996)

A Girl's Right to Development, Equality and Peace, by Save the Children Alliance (1995)

The Save the Children/Association for Social Advancement Credit and Empowerment Model: A review, by Shoumi Mustafa, Working Paper No. 9 (1995)

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

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

Madanm, Alfa Ka Chanje Vi-ou: Enquete sur les Femmes Haitiennes, Examinant des Changements Resultant de l'Alphabetisation d'Autres Formes d'Instruction/Formation; Specifiquement Changements dans la Perception de Soi et Changements de Statut dans Leur Milieu Familial et Communautaire by Marie Clerie and Genevieve Douyon (1995)

Program Excellence: Experiences from the Field, by Lisa Lanier Krift, Thomas Krift, Lisa Howard-Grabman, Robert Grabman, Peter Laugharn, and Nancy Blanks-Bisson, Working Paper No. 11 (1994)

Assessing the Impact of Women's Savings and Credit Programs on Fertility: A Case from Bangladesh, by Kirk Dearden and Nazmul Khan, Working Paper No. 10 (1994)

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)

Impact of sustainable behavior change on the nutritional status of children and their siblings, draft abstract for Global Child Survival Conference, by Ludzen Sylvestre, Ahmed Zayan, and Eric Swedberg (1994)

Analysis and Assessment of the Qualitative Study in Maissade on the Changes in Attitudes and Behaviors due to Literacy Training in the Commune of Maissade, by M. E. Tamari (1994)

The Child Bride: Action Research to understand the socio-economic pressures for early marriage and childbearing in rural Bangladesh and Prioritize interventions aimed at improving the health and well-being of adolescent girls and their future children. Prepared by Laurine Brown with Najma Khatoon, Shamsun Nahar, and Fouzia Mannan (1993)

A Study of the Impact of the Workshop on Family Planning Conducted with Traditional and Religious Leaders in Nasirnagar Thana by Save the Children/US, by Abdul Barkat, Ph.D., Barkat-e-Khuda, Ph.D. and Sayeedul Haque Khan, Ph.D (1993)

The International Programs of Save the Children: Working Principles and Key Program Sectors, by the International Programs of Save the Children, Monograph No. 1 (1993)

Study on the Role of Women in Agriculture, the Socioeconomic Status of Women, and the Status of Save the Children-supported "Groupment" and Women's Clubs in Maissade, Haiti, by T. Anderson White, Working Paper No. 4 (1993)

Women's Savings Groups in West Java: A Program Analysis, by Constance Kane, Working Paper No. 3 (1992)

Early Childhood Development Program Planning, Thailand Field Office, by Laurine Brown and Isada Soisangworn, Working Paper No. 2 (1992)

Selected Partnering Experiences and Lessons Learned: Save the Children/Indonesia Aceh Program, by Mary Szecsey and Christopher Szecsey, Working Paper No. 1 (1992)

DESCRIPTIVE DOCUMENTS

Bringing the FACETS Together: Save the Children's Family and Community Empowerment Training Systems (revised 1996)

Bringing the FACETS Together: Save the Children's Family and Community Empowerment Training Systems (1995)

Program Descriptions of Woman/Child Impact in Bangladesh, Bolivia, Haiti, Mali (1995)

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

Woman/Child Impact Approaches: Save the Children's Model for Sustainable Development (1995)

Why does Save the Children Focus on and Work with Women? - A statistics sheet (1995)

Woman/Child Impact Program brochure (1994)

OTHER PROGRAM DOCUMENTS

Best Practices in Gender Relations Analysis, a report of a workshop held in September 1996 (forthcoming)

Principles in Action: Applying Save the Children's Key Program Principles (in press)

Family and Community Empowerment Training Systems Phase II, (1996)

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

Family and Community Empowerment Training Systems (1995)

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

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

Program Exchange: Save the Children's International Programs Newsletter (quarterly publications since 1991)

revised 10/25/96

May 1996

WCI Working Paper No. 8

WORKING PAPER SERIES

Partnership and Institutional Development
in Save the Children, US

Christopher Szecsey*
Mary Szecsey*
Michael Gibbons**

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International Programs Department
Save the Children
54 Wilton Road
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April 1996

WCI Working Paper No. 6

WORKING PAPER SERIES

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

Marcia Ishii-Eiteman
Nara Kaophong

Regional Initiative in Sustainable Agriculture
Save the Children, Thailand Field Office
P.O. Box 49
Nakhon Sawan, Thailand 60000

International Programs Handbook

September 1996

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Agreement No. PDC-0158-A-00-1058-00

**RTI/STD AND RISKY SEXUAL BEHAVIOR IN THE CONTEXT OF A
"CONSERVATIVE" SOCIETY**

Ruchira Tabassum Naved

July 1996

**Bangladesh Field Office
Save the Children/USA**

May 1996

WCI Monograph No. 6

MONOGRAPH SERIES

Gender Awareness and Sensitivity Training
in the Philippines

by
Purísima Gonzales

Director, Woman/Child Impact
Program Development Department
Save the Children
54 Wilton Road
Westport, CT 06880, USA

March 1996

WCI Working Paper No. 5

WORKING PAPER SERIES

SC/ASA Credit Program: A Review

by
Ruchira Tabassum Naved

Director, Woman/Child Impact
Program Development Department
Save the Children
54 Wilton Road
Westport, CT 06880, USA

**WOMAN
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El Tayeb Omer El Tayeb, Sudan
Venant Nzabonimana, Rwanda

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Maria Kere, Burkina Faso
Drişsa Kone, Mali
Koura Ouattara, Mali
Tougma Tene Sankara, Burkina Faso

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Shova Lama, Nepal
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Glenn Genovate, Philippines
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El Salvador

MIDDLE EAST

Amani Ali, Gaza
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Medhat Mahrous, Egypt
Reema Mansour, Lebanon

Founded in 1932, Save the Children/U.S. is a nonprofit, nonpolitical, nonsectarian organization operating in more than 40 nations, including the United States. Self-help programs address issues of health, education, economic opportunities and emergency response. Save the Children's mission is to make lasting positive change in the lives of disadvantaged children and their families.

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Susan Fazekas, Graphic Design

