

1985 ANNUAL REPORT

The Centre for Development and Population Activities



TENTH ANNIVERSARY
1975-1985



The year 1985 marked CEDPA's first decade as a management training organization dedicated to improving the skills of Third World managers of health, population and development programs. CEDPA is a private, non-profit organization incorporated in the District of Columbia in 1975. Since its founding CEDPA has trained over 2,000 individuals from 84 countries of Africa, Asia, Latin America and the Middle East.

CEDPA offers two five-week workshop series in the Washington, D.C. area: one, specifically for women managers; and the other, in supervision and evaluation, for both men and women. In addition, through a comprehensive development strategy, CEDPA transfers its expertise overseas. Staff and alumni conduct in-country training programs for local managers. CEDPA offers ongoing technical assistance in project design and management to alumni, and funds their community-based projects in health, family planning, nutrition, and income generation. Toward the end of 1985, CEDPA embarked on a major new initiative to assist Third World managers to design and implement innovative family planning service delivery projects in their countries.

In reflecting upon 1985, we at CEDPA tend to think of the year, not as ending our first decade, but as beginning a new one—and presenting new challenges to our network of trained managers, women and men who form the critical core of CEDPA's innovative work in family planning and women in development.

1985 was a notable year for CEDPA because we reached a watershed in our institutional growth and development. After years of nurturing new program initiatives, we were rewarded with two significant grants from the U.S. Agency for International Development (AID): a five-year grant from the AID Office of Population which will enable us to expand further our strategy of training, follow-up technical assistance, and project development. In addition, we entered into a sub-contract with Management Sciences for Health to tap our extensive management training resources. We also received generous support from private donors, foundations, and the United Nations Fund for Population Activities to help us participate in the conference marking the end of the UN's Decade for Women.

We were proud to be represented by our alumnae at the Women's Conference in Nairobi, Kenya, in July. During the conference several of our alumnae presented case studies of their experiences in training local women to deliver much needed health, family planning, and nutrition services in their communities. Their work exemplifies what the CEDPA strategy has aimed to accomplish since our first Women in Management workshop in 1978: to train women, both in Washington, D.C. and at the local level, as family planning/health project managers; to strengthen their organizations; and, through local groups, to provide funding for family planning, health, nutrition, income generation, and child survival projects. An important lesson we brought back with us from the Women's Conference in Nairobi is that, despite the progress made during the Decade, despite the endorsement by most national governments of family planning programs, our work has just begun. Many women in the Third World still lack access to family planning in-

CEDPA 1975-85

MESSAGE FROM THE CHAIR AND THE PRESIDENT



CEDPA President Kaval Gulhati (left) and Board Chair Phyllis T. Piotrow preside at a reception in celebration of CEDPA's Tenth Anniversary.

formation and a choice of services. Their access directly affects their own health, and ultimately, the health and survival of their children. Nothing is more important to family health than a well informed mother who knows how to benefit from family planning and other educational and preventive health services. Trained women managers are a way of reaching these women—and Third World women themselves recognize the essential role they play.

The demand for our Women in Management, and our Supervision and Evaluation workshops reflects the need for such sustained training as new programs begin and old ones expand. Effective management is the key for successful implementation of programs. In marking our Tenth Anniversary, we paused to recognize our international network of Third World managers—now some 2,000 strong from over 80 countries. They are the core of CEDPA—their ongoing work in population and development is our lifeblood.

The first ten years of an institution lay the foundation for its future, and CEDPA can look with pride and gratitude to a remarkable board of directors, tireless staff, and generous sponsors who have helped us to build a viable and strong organization. We have often said during the past ten years that CEDPA's motto was "Start small, think big, act now." These words will continue to guide us as we embark upon another decade of challenge, change, and progress.

Phyllis T. Piotrow
Chair of the Board

Kaval Gulhati
President

TRAINING

Every year CEDPA offers two series of five-week workshops in the Washington, D.C. area: Supervision and Evaluation as Management Tools, and Women in Management: Planning and Management of Service Delivery Programs in Family Planning, Health and Development. Workshop participants are senior and mid-level managers of Third World family planning, health, and development programs.

All workshops use the CEDPA training model, which encourages a high level of trainee participation and includes a variety of learning activities: lectures, small-group discussions, case studies, simulation games, role-play exercises, and field trips. To build group rapport and facilitate communication among participants, some workshop sessions take place in retreat settings outside Washington, D.C. In practicum sessions, trainees plan ways to incorporate the new techniques and concepts they have learned into programs in their home countries.

**SUPERVISION AND
EVALUATION
AS MANAGEMENT
TOOLS (S&E 6)
August 5 to
September 6**

Thirty-nine men and women from 18 countries, including the first participants from the People's Republic of China and Malawi, attended CEDPA's sixth Supervision and Evaluation (S&E) workshop.

The S&E workshop series, launched in 1980, is designed to help Third World managers develop the skills they need to administer expanding primary health care services. As the demand for these services grows, responsibility falls on program managers to train more cadres of field workers and to supervise programs covering a broader geographical area. CEDPA's S&E workshops thus focus on the tech-

nical management skills needed for such tasks as supervising personnel and monitoring and evaluating service delivery systems.

During the 1985 workshop, trainees attended sessions on selecting and training staff, utilizing local resources for planning, and understanding the manager's role as a leader and motivator. Other sessions on program monitoring and evaluation introduced trainees to new techniques for collecting, analyzing, and using data.

In addition to the regular workshop program, participants were scheduled for sessions in hands-on computer learning, made possible by a grant from Control Data Corporation. The computer coursework included "Introduction to the Computer," "Developing a Data Base," "Managing People in Health Care Systems," and "Cost-Effectiveness Analysis."

During 1985 CEDPA held the fifteenth, sixteenth, and seventeenth workshops in the Women in Management (WIM) series. Each workshop addresses the specific needs of Third World women managers of health, population, nutrition, and development programs. The training is geared to the mid-level, mid-career woman manager who wishes to strengthen the skills she needs both to advance in her profession and to initiate and expand community-based projects that benefit other women. The Washington-based workshops are conducted in English, French, Spanish, and Arabic.

Workshop sessions address four major topics: Population, Health, and Development Issues as They Relate to Women; The Professional Woman Understanding Herself; Human Organization Skills; and Technical Skills for Program Development and Implementation. During the workshop, each participant develops and presents a "blueprint for action"—a proposal for a project she would like to implement in her community.

The first Arabic WIM workshop in 1984 was so successful that a second one was held in 1985.

Thirty-five women managers of health, family planning, and women's programs from 11 countries in the Middle East and North Africa attended the second Arabic workshop, which was the fifteenth in CEDPA's WIM workshop series. The Arabic WIM workshops represent CEDPA's ongoing effort to extend its outreach in Arabic-speaking countries, and to give Arabic-speaking women leaders the opportunity to improve their skills in program management.

The training and resource team for the 1985 workshop included top Arabic-speaking authorities on management, health, population, and development. Throughout the regular sessions they emphasized the application of techniques and concepts to conditions in the Arab world, and rounded out the program with presentations such as "The Role of Arabic Women in Development" and "Health Priorities in Arabic Countries."

Participants took field trips to the United Nations; the World Bank Middle East Division for Population, Health and Nutrition; and the Margaret Sanger Center, a large family planning clinic in New York. They also had an opportunity to meet with representatives of the

**WOMEN IN
MANAGEMENT:
PLANNING AND
MANAGEMENT OF
SERVICE DELIVERY
PROGRAMS IN
FAMILY PLANNING,
HEALTH AND
DEVELOPMENT**

**WIM 15 (ARABIC)
March 18 to April 19**

United Nations Fund for Population Activities, the Population Council, the Pathfinder Fund, and other donor agencies.

**WIM 16 (ENGLISH)
May 6 to June 7**

CEDPA's sixteenth WIM workshop was conducted in English for 37 women managers from 22 countries. The workshop attendants were from private, non-profit organizations and government agencies, and shared an interest in helping disadvantaged women obtain needed services and training to improve their health and financial status.

As in all CEDPA workshops, the training team of CEDPA staff and other specialists emphasized the practical applications of the management techniques they introduced. During practicum sessions, the trainees developed plans for projects which included goals, standards of performance, and cost parameters.

In addition to the regular workshop program, participants received hands-on training in computers under a grant from Control Data Corporation. Computer training modules enabled trainees to review and test basic computer functions and become familiar with the computer as a tool for learning and for storing and analyzing data.

**WIM 17 (FRENCH)
September 23 to
October 25**

Thirty-two women managers from 16 countries traveled to Washington, D.C. for CEDPA's seventeenth WIM workshop, conducted in French. Attendees worked for government agencies or private, non-profit organizations in the fields of family planning, health, and rural development. They expressed a belief in the importance of incorporating new activities and services into existing development programs and, by the workshop's end, were confident that their newly-acquired training would enable them to motivate others to accept change.

During the practicum stage of their training, the women participated in mini-workshops in one of the following areas: income-generating activities, family planning, or health and nutrition education. They then developed plans for projects that could be implemented in their own countries.

**IN-COUNTRY
TRAINING**

**ZAIRE—WOMEN IN
MANAGEMENT
WORKSHOP
February 25 to
March 9**

Twenty-two women from nine regions of Zaire attended the country's first WIM workshop in Kinshasa. The workshop was held in collaboration with the Desirable Birth Services Project, an urban-based family planning project funded by AID. Thirteen alumnae of CEDPA's Washington training programs helped organize and lead the workshop. They based the training on CEDPA's Washington training model, adapting it to Zaire's needs. Following the workshop, a coordinating committee of seven WIM alumnae met and drew up a proposal for establishing a CEDPA alumni association in Zaire. More than 40 members have organized into functional committees to undertake future training and project development activities in that country.

**MADAGASCAR—
WOMEN IN
MANAGEMENT
WORKSHOP
August 19 to 31**

Madagascar's first WIM workshop, held in Maibahouka, was organized by the Family Planning Association of Madagascar (FISA) in collaboration with the Ministries of Population and Health. Twenty-four women from the Ministries of Population and Health, FISA, and the Red Cross attended.

The workshop focused on developing the managerial skills needed

U.S.-BASED TRAINING 1431985 CEDPA
WORKSHOP
PARTICIPANTS**AFRICA 72**

Burkina Faso	1	Mauritania	1
Burundi	2	Nigeria	17
Cameroon	3	Rwanda	2
Central African Republic	1	Senegal	1
Ethiopia	2	Seychelles	1
Gambia	1	Somalia	2
Guinea	2	Sudan	3
Guinea-Bissau	1	Swaziland	1
Ivory Coast	4	Tanzania	4
Kenya	4	Togo	3
Liberia	1	Zaire	4
Madagascar	4	Zambia	1
Malawi	1	Zimbabwe	3
Mali	2		

ASIA AND THE PACIFIC 26

Bangladesh	7	Nepal	3
Cook Islands	1	Pakistan	4
China	1	Thailand	3
India	2	Tonga	1
Indonesia	1	Turkey	1
Kiribati	1	Western Samoa	1

LATIN AMERICA AND THE CARIBBEAN 9

Barbados	1	Dominica	2
Bolivia	1	Haiti	2
Brazil	1	Mexico	2

NEAR/MIDDLE EAST 36

Egypt	9	Tunisia	1
Iraq	5	United Arab Emirates	1
Jordan	3	Yemen Arab Republic	8
Lebanon	3	Yemen, People's Democratic Republic	2
Morocco	4		

IN-COUNTRY TRAINING 87

Madagascar	24	Senegal	20
Pakistan	21	Zaire	22

to incorporate family planning projects into ongoing development programs, and on improving management techniques in the areas of program planning, organization, and supervision. During the two-week workshop, participants grouped together by region to formulate proposals for integrated development projects. Among the most innovative were a project to introduce family planning education and services to students at the University of Antananarivo, and a project that would combine family planning education with skills training in agriculture and crafts for women in the village of Onjatsy.

**PAKISTAN—WOMEN
IN MANAGEMENT
WORKSHOP
October 5 to 17**

CEDPA's first in-country WIM in Pakistan was held in collaboration with the Pakistan Voluntary Health and Nutrition Association (PVHNA). Most of the 21 participants were mid-level managers of population and welfare projects and were attending a management training program for the first time. They represented 16 non-governmental agencies and the Population Welfare Division of the Pakistani Government.

One of the workshop's main objectives was to examine ways to develop programs serving women's needs so that women can be participants in and not targets of programs. Sessions also focused on contraceptive technology, mobilization of community resources, and project development. The workshop was particularly timely because the Pakistani Government had recently formed the Non-Governmental Organizations (NGO) Coordinating Council, an institution with the purpose of funneling Government of Pakistan funds to community-level family planning projects designed by nongovernmental organizations. A member of the NGO Council conducted sessions at the workshop on proposal writing and gave participants valuable information on submitting proposals to the Council for funding.

**SENEGAL—
NUTRITION
MANAGEMENT
WORKSHOP
January 7 to 17**

The CEDPA-Senegal Follow-Up Unit held a two-week Nutrition Management Workshop in Dakar that focused on development of nutrition projects and nutrition as it relates to maternal and child health. The 20 participants included midwives, nurses, social workers, rural extension workers, and family planning administrators. During the workshop they received up-to-date information on growth monitoring, oral rehydration therapy, advantages of breastfeeding, immunization, child-spacing, and preparation of nutritious weaning foods.

In conjunction with a session on analyzing community needs, trainees took a field trip to the village of Maliconda and interviewed women as part of a nutrition health survey. During the workshop trainees also drafted proposals for health and nutrition projects. Many of the proposals suggested establishing community nutrition centers, while other proposed projects would increase food production and income. All of the proposals included plans for incorporating family planning services into the projects.

Following the workshop, the CEDPA-Senegal Unit continued to help workshop graduates finalize their proposals for submission to CEDPA and other donor agencies.

The workshop was held in collaboration with the Ministry of Health's Applied Food and Nutrition Service (SANDAS).

During 1985 CEDPA completed Project Year Two of a three-year, \$350,000 matching grant from the USAID Office of Private and Voluntary Cooperation (PVO grant). Working through its Follow-Up Units in Bangladesh, Egypt, India, Indonesia, Kenya, Mali, Peru, Senegal, and Togo, CEDPA largely fulfilled the overall goals of the project: to extend and improve the delivery of integrated family planning, health, nutrition, and development services to women in 10 priority countries. The Follow-Up Units, made up of alumnae of CEDPA's Washington, D.C.-based workshops, provide an institutional framework through which technical assistance—in the form of seed-money grants and expert guidance—can be channeled to local women managers of development projects.

In 1985 funds to match the PVO grant came from the Population Crisis Committee, the General Service Foundation, the Rockefeller Foundation, and the Chevy Chase Presbyterian Church. Six new sub-grants were awarded in 1985 to alumnae-sponsored programs, and projects approved in 1984 were implemented. Staff from CEDPA's Washington, D.C. headquarters visited Follow-Up Units in five countries to lend on-site technical assistance in developing project proposals, and in monitoring and evaluating projects. CEDPA staff also worked with alumnae in Madagascar, Pakistan, and Zaire to plan and conduct in-country WIM workshops that were funded through other grants.

Presentations in Nairobi: One of the most visible activities in 1985 was the participation of six Units in the Non-Governmental Organizations (NGO) Forum of the UN Decade for Women Conference, held in July in Nairobi, Kenya. With funding from the United Nations Fund for Population Activities, the Jessie Smith Noyes Foundation, and individual donors, Unit representatives from Kenya, Indonesia, Egypt, Senegal, Mali, and Togo gave slide tape presentations of their activities at four workshops on "The Role of Women Managers in Community-Based Programs." The presentations were case studies that examined how the Unit in each country has evolved as an institution, how women and their communities have designed programs that address specific needs in family planning, health, and development, and the impact of the Unit's work in the community.

Described below, by country, are highlights of the activities of each Unit in 1985:

Bangladesh: The Unit began publishing a quarterly newsletter on alumnae activities, and conducted its yearly two-week WIM workshop and one-day conference for WIM alumnae. Unit members continued to provide follow-up technical assistance to alumnae of its programs in project design, resource identification, and project implementation. Operating through Concerned Women for Family Planning (CWFP) in Dacca, the Unit was able to carry out its activities in 1985 without financial assistance from CEDPA.

CWFP was featured in a UNICEF documentary on "Child Survival: The Silent Emergency," which was broadcast on U.S. public television in November. The documentary described CWFP's Child Survival Strategy, which includes house-to-house delivery of family planning and maternal/child health services.

TECHNICAL ASSISTANCE

FOLLOW-UP UNITS



Madagascar's first in-country Women in Management workshop took place in 1985. Participants in the workshop formulated proposals for regional development projects.



In Mali under the Katiougou Project, family planning and health workers hold educational sessions for village women.

Egypt: Egypt's Follow-Up Unit sponsored its first two seed money projects in 1985. One project, managed by CEDPA alumnae through the Institute for Training and Research in Family Planning in Alexandria (ITRFP), works with the Aswan Family Planning Association and the Islamic Community Development Association. Its aims are to expand and improve services at a voluntary family planning clinic in the Aswan region. The clinic has been losing clients because of its run-down facilities, the unreliable services of a volunteer physician, and the ongoing reluctance of village women to visit the clinic. To encourage attendance, the clinic now offers training in the production and marketing of ready-made clothes. The second seed grant will help fund a similar project at a clinic in El Menia. In addition to upgrading clinic facilities and services, the project gives women an opportunity to earn money through production and marketing of palm-tree goods such as baskets, hats, and mats.

Since 1983, under a three-year grant from AID Cairo, the ITRFP has been building a cadre of skilled women managers and leaders at the governorate level. In 1985 the Unit received a subgrant from CEDPA to support the technical assistance and follow-up of training programs offered by the Institute.

India: With a seed grant received in 1985, the India Unit, PRERANA-Associate CEDPA, established a research section with a permanent administrator and began documenting community participation in development and the impact of PRERANA programs during the past 10 years. CEDPA's Unit merged with PRERANA, a voluntary community welfare organization, in 1983. Under the grant the Unit administered questionnaires to nearly 300 households in two communities and began in-depth interviews with four members of each household. The grant also supported two mini-workshops on project planning and management, and the placement of social worker trainees from two universities in community projects.

The Unit began another new project, the Nai Nai Basti (Okhla) Integrated Community Development Project. A preliminary needs assessment of Nai Nai Basti, a slum area outside Delhi, revealed that most young children do not attend school. Thus the project was designed to use preschool education and day-care as a means for introducing family planning, income-generating activities, and primary health care services to residents.

Many of PRERANA-Associate CEDPA's earlier projects, including a pickle-making business for women, have continued to generate income and attract donor support.

Indonesia: In 1985 the Unit, which operates through the MELATI Foundation, received a subgrant from CEDPA to provide management training and follow-up assistance to women's organizations in 10 provinces. The workshops focus on developing project proposals and on techniques for monitoring ongoing projects. For use at the workshops, the Unit designed leadership and management training modules geared to women working in community-based, self-help programs.

Kenya: The Unit in Kenya, The Society for the Advancement of Community and Women's Studies, made a special contribution during the NGO Forum of the UN Women's Decade Conference in Nairobi by

conducting visits for delegates to seed-money projects. In Kamuthanga, delegates visited a project that combines tailoring classes for women and teenage girls with a bread-baking business. As part of the project, the Family Planning Association of Kenya sends a mobile family planning clinic to Kamuthanga weekly. The Thursday clinic is considered the best-known and most successful family planning effort in Machakos District. The NGO Forum delegates also visited a nutrition project in Makiwo, near Mombasa, where women are learning to make low-cost weaning foods from locally-available products. To generate income, the women have started a tailoring business, and they are also receiving family planning services.

Three seed-money projects approved in late 1984 got underway during the year. One project, undertaken by the Ngamani Women's Group, seeks to improve health and nutrition in the village of Ngamani. Because protein deficiencies in children are common in the village, eggs are an important potential dietary supplement, but women were selling all their eggs rather than using them for their families. Similarly, they tended to raise only corn and cassava rather than other vegetables needed for vitamins. As part of the Ngamani project, women learned how to plant private vegetable gardens. Under a communal poultry-raising scheme, they have built their own chicken houses, keeping the eggs for their families. With profits from the communal chicken project, they hired a health nutrition worker and organized a child nutrition monitoring program.

A fourth seed money grant awarded in 1984 supported the Unit's activities during 1985 in delivering training and technical assistance to community women's groups. The Unit conducted two regional WIM workshops for leaders of women's groups on project planning and management and began publishing an excellent alumnae newsletter.



Village woman in Kenya receives counseling in health and family planning under the Kamuthanga Project, one of the Kenya Unit's ongoing projects.

Mali: The Unit continued work on the Katibougou Family Health Project, which received seed money in 1984. The results of a preliminary survey were analyzed, and a profile of a typical project beneficiary was drawn up. The typical beneficiary is a 31-year old married woman with four living children, who spends most of the day tending her husband's millet crops. Since she lives in a village approximately 14 kilometers from the nearest health facility, she gives birth at home,

BALANCE SHEET

as at December 31, 1985 and 1984

	Dec. 31, 1985			Dec. 31, 1984
	Board Designated			
	Current Fund	Reserve Fund	Total All Funds	Total All Funds
ASSETS				
Current assets				
Cash	\$ 10,424		\$ 10,424	\$ 6,177
Short-term investments	143,001	\$ 25,000	168,001	295,020
Accounts receivable	43,991		43,991	71,765
Billed and unbilled contract revenue and reimbursable grant expense	114,919		114,919	30,492
Prepaid expenses and other current assets	5,977		5,977	31,856
Total current assets	<u>\$318,312</u>	<u>\$ 25,000</u>	<u>\$343,312</u>	<u>\$435,310</u>
Long-term investments	<u>\$ 3,738</u>	<u>\$225,000</u>	<u>\$228,738</u>	<u>\$101,181</u>
Fixed assets				
Furniture and fixtures	\$117,999		\$117,999	\$ 70,274
Leasehold improvements	9,982		9,982	9,982
	<u>\$127,981</u>		<u>\$127,981</u>	<u>\$ 80,256</u>
Less—Accumulated depreciation and amortization	48,930		48,930	36,003
Total fixed assets	<u>\$ 79,051</u>		<u>\$ 79,051</u>	<u>\$ 44,253</u>
Other assets				
Security deposit	\$ 6,598		\$ 6,598	\$ 6,598
Total assets	<u>\$407,699</u>	<u>\$250,000</u>	<u>\$657,699</u>	<u>\$587,342</u>
LIABILITIES AND FUND BALANCE				
Current liabilities				
Accounts payable and accrued expenses	\$111,495		\$111,495	\$ 56,150
Restricted grant advances	112,881		112,881	148,610
	<u>\$224,376</u>		<u>\$224,376</u>	<u>\$204,760</u>
Fund balance	<u>183,323</u>	<u>\$250,000</u>	<u>433,323</u>	<u>382,582</u>
Total liabilities and fund balance	<u>\$407,699</u>	<u>\$250,000</u>	<u>\$657,699</u>	<u>\$587,342</u>

STATEMENT OF CHANGES IN FUND BALANCES

for the years ended

December 31, 1985 and 1984

	Dec. 31, 1985			Dec. 31, 1984
	Board Designated			
	Current Fund	Reserve Fund	Total All Funds	Total All Funds
Fund balance, beginning	\$157,582	\$225,000	\$382,582	\$346,429
Excess of revenue over expenses	50,741		50,741	36,153
Transfers to Board designated reserve fund	(25,000)	25,000		
	<u>\$183,323</u>	<u>\$250,000</u>	<u>\$433,323</u>	<u>\$382,582</u>

**STATEMENT OF SUPPORT, REVENUE
AND EXPENSES**

*for the years ended December 31, 1985 and 1984**

**FINANCIAL
STATEMENTS**

	<u>Dec. 31, 1985</u>	<u>Dec. 31, 1984</u>
	<u>Current Fund</u>	<u>Total All Funds</u>
Support and revenue		
Grants and contracts	\$1,552,194	\$ 991,716
Less: Tuition income included	<u>225,000</u>	<u>144,659</u>
	\$1,327,194	\$ 847,057
Tuitions and fees	432,217	357,659
Investment income	32,827	31,629
Miscellaneous income	<u>3,098</u>	<u>2,223</u>
Total support and revenue	<u>\$1,795,336</u>	<u>\$1,238,568</u>
Expenses		
Program		
Projects	\$ 772,160	\$ 421,307
Less: Tuition expense	<u>12,000</u>	<u>14,000</u>
	\$ 760,160	\$ 407,307
Fellowships	\$ 421,777	\$ 286,609
Less: Tuition expense	<u>213,000</u>	<u>130,659</u>
	\$ 208,777	\$ 155,950
Seminar workshops	<u>\$ 244,003</u>	<u>\$ 181,347</u>
Total program expenses	<u>\$1,212,940</u>	<u>\$ 744,604</u>
Supporting services		
General administration	\$ 421,576	\$ 395,417
Fund raising	34,658	26,220
Public relations	<u>75,421</u>	<u>36,174</u>
Total supporting services	<u>\$ 531,655</u>	<u>\$ 457,811</u>
Total expenses	<u>\$1,744,595</u>	<u>\$1,202,415</u>
Excess (Deficiency) of revenue over expenses	<u>\$ 50,741</u>	<u>\$ 36,153</u>

ORGANIZATIONAL STATUS

The Centre for Development and Population Activities is a private, non-profit organization exempt from Federal income tax under Section 501(c)(3) of the Internal Revenue Code. Determination has been made by the Internal Revenue Service that CEDPA is not a private foundation within the meaning of Section 509(a) of the Internal Revenue Code.

The organization is registered as a Private Voluntary Organization (PVO) with the Office of Private and Voluntary Cooperation of the United States Agency for International Development.

**The books of account are audited by G.P. Graham & Company and their report is available at our office.*

supervised by a traditional birth attendant. She weans each child abruptly after one year and usually becomes pregnant within the following year. She has heard about family planning and is interested in learning more, because she is tired and recognizes that if she spaced her children they would be healthier.

The Katibougou Project, designed to meet this woman's needs, aims to extend family planning services, and health and nutrition education through village health teams. The health teams—two traditional birth attendants and two health "animators" from each of six targeted villages—received training at workshops in 1985. Upon returning to their villages, they began holding women-to-women counseling sessions on health and family planning. High-risk pregnancy cases are referred to the Katibougou Maternity Clinic.

Peru: The CEDPA Follow-Up Unit in Peru operates in collaboration with Peru-Mujer, a private voluntary organization in Lima dedicated to improving women's economic and social welfare. Work continued in 1985 on two seed-money projects funded in late 1984. One is the Asociacion Mujer y Familia Project in Cajamarca, which has targeted selected rural women, domestic servants, street vendors, and laundry workers to be family planning promoters in their communities. Two groups of street vendors and laundry women attended group education sessions, which included participatory theater presentations to facilitate discussion of reproductive health issues. The Asociacion also began broadcasting a series of five-minute spots and one-hour programs on national radio.

Another seed-money project was designed to provide integrated health and family planning services to approximately 550 families in the squatter settlement of Ventanilla. Thirty women leaders from the community were selected and trained in community organization, health, and family planning. Eight of these women received further training and have begun holding community meetings on reproductive health, child health and nutrition, family planning, adolescent sexuality, and responsible parenthood. A gynecologist delivers services at a health post constructed by the community.

Senegal: CEDPA's newest Unit, formed in 1983, continued to strengthen its alumnae network in 1985 through weekly association meetings. The Unit conducted several in-country training programs including a two-week management workshop.

Work also got underway on the Yenne Health Center project, Senegal's first Unit-sponsored project, which received seed money in 1984. The project provides for the establishment of a health and family planning center to operate in connection with the Yenne dispensary. The center has started a child health and nutrition monitoring program, which includes regular weighings, nutrition demonstrations, and vaccinations.

Togo: The Unit is affiliated with the Togolese Association for Family Welfare, a private-sector agency responsible for implementing the National Family Planning Program. The Unit's clinical training in delivery of family planning services funded by AID and the Togolese government, has continued since 1984. Trainees also receive instruction in post-natal child care and nutrition education. The Unit continues to as-



Trainees at workshops in Indonesia learn how to prepare low-cost, nutritious weaning foods from local products. The workshops took place in 1985 under CEDPA's Nutrition Management Project.

sist in-country CEDPA alumnae in developing proposals and managing projects.

The Francophone Program, funded by the AID Africa Bureau, aims to improve and expand family planning and health services in French-speaking African countries. To this end, CEDPA provides training for program managers in the region, followed by technical assistance in developing projects and in establishing and strengthening in-country Follow-Up Units. Funding for small-scale projects in family planning, health, and income generation developed by local women is available under CEDPA's PVO grant.

During 1985 CEDPA conducted three management training workshops in Francophone Africa. One was the Nutrition Management Workshop in Senegal, financed under both the Francophone Program and the Nutrition Management Project. In addition, CEDPA helped alumnae in Zaire and in Madagascar to plan and conduct their first in-country Women in Management Workshops. Following the workshops, Unit-development committees were formed to make plans for establishing in-country alumni associations. In late 1985 CEDPA staff made a technical assistance visit to Zaire to help the committee finalize its proposal for an in-country Follow-Up Unit. The proposal was submitted to CEDPA for funding consideration.

In December CEDPA staff visited Mali to help the Follow-Up Unit review and improve its financial and progress reporting. The Unit also developed proposals for expanding the Katibougou Project and starting a new project, for possible funding under the PVO grant. The new project aims to establish a family planning primary health care program in the Selingue region for people who have come to Selingue to look for work. The newcomers are primarily young men and women who are highly motivated to improve their situation and are interested in family planning.

In addition to in-country activities, the Francophone program enabled three women managers from Madagascar to attend CEDPA's seventeenth WIM workshop in French. Of the 32 participants who attended the workshop, 29 were from Francophone Africa.

Through its Nutrition Management Project, CEDPA provides training and technical assistance to alumni of its Washington workshops for initiating and improving community nutrition services. The project began in 1981 and is funded by the AID Office of Nutrition.

Under the project, CEDPA staff worked with alumni in Senegal to plan and conduct a two-week Nutrition Management Workshop in January 1985. In previous years nutrition workshops have been held in Kenya, Nepal, and Indonesia.

In November 1985 CEDPA staff visited Kenya to help conduct the final evaluation of a nutrition demonstration project in the Coast Province. Since the project began in 1983, 24 volunteers from women's groups in five villages received training and began conducting monthly growth monitoring and nutrition education sessions in their villages. Several of the communities have begun projects to construct their own health centers, and all of them have initiated income-generation or

FRANCOPHONE PROGRAM

NUTRITION MANAGEMENT PROJECT



In 1985 CEDPA launched its Nigeria Project, to develop improved teaching materials and strategies for educating young Nigerians on health and family planning through community organizations and public schools.

food-production projects to help fund nutrition activities. The project has been so successful that it gained the support of District Health Officers and the Family Planning Association of Kenya, which contributed to the effort by sending mobile clinics to the villages to provide immunizations, prenatal care, and family planning services.

In Indonesia, the Family Welfare Movement (PKK) held a series of workshops during 1985 to train village nutrition volunteers in connection with its Family Nutrition Improvement Program. The program is managed by a CEDPA alumna who first requested CEDPA's help in 1983. Since then, a team of 10 women managers received training and in turn trained 22 women volunteers as project supervisors at the sub-district level. These women managers then trained over 130 village nutrition volunteers who returned to their villages to conduct monthly nutrition education and growth monitoring sessions and to begin producing and distributing weaning foods. During 1985 the volunteers reached over 2,000 children under five years of age in the nine project villages.

Progress continued during 1985 in Nepal on the Nutrition Training and Services Project, a pilot project managed by three CEDPA alumni for the Family Planning Association of Nepal (FPAN). Following the in-country nutrition workshop in 1983, a training program for family planning field workers and women volunteers was begun to train workers to counsel families in nutrition as well as in family planning, and to refer family members as necessary to subdistrict clinics. During 1985 FPAN expanded the project to include 10 new villages and greatly improved immunization coverage in the villages by coordinating its activities with the national immunization program. FPAN plans to extend the project's strategy to other underserved areas of Nepal in 1986.

A set of training materials that was field-tested in the four countries was finalized in 1985 and compiled in a volume entitled *Community Nutrition Action for Child Survival*.

NIGERIA PROJECT

CEDPA held two regional seminars in Nigeria during 1985 for the project, "Expanding Primary Health and Population Education in Nigeria." The project aims to help community leaders and Nigeria's state ministries of education provide young Nigerians with information on family planning and health through public primary and secondary schools, state teacher-training colleges, and community organizations. The three-year project began in 1984 and is funded by the AID Africa Bureau.

The two seminars, which took place in July and December, were the first in a planned series of six. Participants represented six Nigerian states and included professionals from the Ministries of Education and Health as well as members of local community groups involved with youth. During the workshops they discussed the population crisis in Nigeria and ways that they, as educators, could help. Workshop sessions covered such topics as contraceptive technology, life planning, immunization, oral rehydration therapy, and the teacher-trainer as counselor. Participants also attended sessions on curriculum development and project design. At the end of the workshops, trainees presented action plans for integrated primary health and population education projects in their states.

Through the six workshops 19 resource and training teams will be formed, one for each Nigerian state. With technical assistance from CEDPA the teams will train others in their states and help mount public information campaigns. They will also implement projects for introducing health and family life education into the public schools.

In September 1985 CEDPA signed a five-year, \$6.9 million cooperative agreement with the AID Office of Population for a new program, "Extending Family Planning Services through Third World Managers." To implement the program, CEDPA will work through its international network of trained managers to develop and fund family-planning projects in 10-15 priority countries in Africa, Asia, Latin America, and the Near East. The Population Project represents a major extension of CEDPA's training programs and follow-up activities to date, which are geared to helping Third World managers move projects from the planning to the action stage.

To further develop project ideas, CEDPA will hold a series of six regional workshops for selected alumni of its Washington-based training programs. The first workshop is scheduled to take place in Kenya in April 1986, followed by a summer workshop in Francophone Africa. Each of the two-week workshops will focus on strengthening planning skills, stimulating innovative ideas for projects, and preparing proposals for family planning projects.

CEDPA will choose 40 projects to receive start-up funds and will work with the project managers to conduct surveys of the project areas, evaluate pilot service delivery activities, and plan for the expansion of the projects. Of the 40 projects which receive start-up funds, 39 will be awarded three-year subgrants.

CEDPA sent a delegation of staff, alumni representing the Follow-Up Units, and Board members to the Non-Governmental Organizations (NGO) Forum held in conjunction with the U.N. Decade for Women Conference in Nairobi, Kenya, July 10-19, 1985. CEDPA's participation was made possible through grants from the United Nations Fund for Population Activities (UNFPA), the Jessie Smith Noyes Foundation, and individual donors.

As reported under "Follow-Up Units," CEDPA staff and alumni presented four workshops during the Forum—in English, French, and Arabic—on "The Role of Women Managers in Community-Based Programs." Each session included audio-visual presentations and the distribution of the CEDPA *Manual on Planning, Implementation and Management of Development Projects*. Members of the Kenya Unit took CEDPA staff and guests on field visits to family planning and development projects in Kamuthanga, Makiwo, and Ngamani.

During the Forum, CEDPA also presented a three-hour panel of international women leaders on reproductive health issues. The panel served as follow-up to CEDPA's Conference on the same topic held in Bellagio, Italy, in December 1984. Copies of the Bellagio Final Report were distributed in Nairobi and former Bellagio participants, who have since formed a CEDPA International Advisory Council, took part in

POPULATION PROJECT

SPECIAL ACTIVITIES

CEDPA
PARTICIPATION IN
U.N. DECADE FOR
WOMEN
CONFERENCE,
NAIROBI, KENYA,
JULY 1985

the discussion. The Nairobi panel also included other women leaders representing the fields of health, law, policy, and the media. Participants were: The Honorable Phoebe Asiyu, Member of Parliament, Kenya; Dr. Nafis Sadik, Assistant Secretary General and Assistant Executive Director, UNFPA; Stefania Siedlecky, Adviser on Family Planning and Women's Health, Government of Australia; Grace Delano, Co-Director and Principal Nursing Officer, University College Hospital, Ibadan, Nigeria; Rita Liljestrom, Professor, Department of Sociology, Gothenburg University, Sweden; Maxine G. Garrett, Chair Emeritus of CEDPA and Vice President, International Banking Services, Riggs National Bank, Washington, D.C.; Barbara Herz, Adviser for Women and Development, The World Bank; Dr. Pramilla Senanayake, Medical Director, International Planned Parenthood Federation; and Martha Mbugguss, Journalist, *The Standard* newspaper, Kenya.

TENTH ANNIVERSARY

CEDPA celebrated its first decade by honoring Board Chair Emeritus Maxine G. Garrett and the CEDPA international network of women managers at a gala reception at Meridian House International in Washington, D.C. on April 24. Nearly 200 invited guests, including ambassadors, congressmen, friends, and representatives of donor agencies and other public and private organizations attended. CEDPA presented Ms. Garrett with the organization's first Leadership Award, an inscribed plaque, and named a fellowship in her honor which enabled Afi Lolonyo Kodjo of Togo to attend CEDPA's WIM 17 workshop. It is anticipated that a CEDPA honorary fellowship will now be awarded annually.

In an effort to raise public awareness about the contribution of Third World women managers, CEDPA also held a Tenth Anniversary Lecture Series on the role of women in development: May 8—Dr. Nafis Sadik, UNFPA, on "The Role of Women Managers in Family Planning and Population Programs;" September 3—Dr. Roxann Van Dusen, Office of Health, AID, on "The Role of Women Managers in Primary Health Care;" and October 22—Dr. Gordon Lippitt, George Washington University, on "The Contribution of Women to Management." The lectures will be published in 1986.

CDC WORKSHOP

A two-day orientation conference on "Refugee Camp Health Care" took place at CEDPA, September 18-19, 1985, for 35 volunteers recruited to work in refugee camps in the Sudan. CEDPA helped coordinate the conference and provided the facilities. The training was conducted by the Center for Disease Control (CDC). The conference was sponsored by the U. S. Department of State Office of Refugees.

During the training the 35 volunteers, most of whom were nurses, doctors and public health workers, received an overview of preventive and curative health care services in refugee camps. The conference covered such topics as Rapid Nutrition and Health Needs Assessment, Epidemiological Surveillance, Supplemental and Therapeutic Feeding, Treating High Frequency/High Risk Diseases, and Water and Sanitation. Volunteers also discussed the management of refugee camps and how to monitor their own health while in the field.



At CEDPA's Tenth Anniversary Reception, Board Chair Emeritus Maxine G. Garrett (right) awarded a fellowship named in her honor to Afi Lolonyo Kodjo of Togo who attended the WIM 17 workshop.

CEDPA publishes a quarterly newsletter, *CEDPA WORLD WIDE*, as well as Final Reports on its training programs. A major achievement in 1985 was the publication of a *Manual on Planning, Implementation and Management of Development Projects*, made possible by grants from the United Nations Fund for Population Activities and the Jessie Smith Noyes Foundation. CEDPA staff wrote the manual, which was published in four languages (English, French, Spanish, and Arabic) and distributed to all Follow-Up Units. It presents guidelines on the steps needed to prepare clear, comprehensive project proposals, and includes information on record-keeping, financial accounting, and progress reports. A useful tool for managers of development projects, the manual was distributed, in response to numerous requests, to alumni and other organizations.

PUBLICATIONS

CEDPA also published and distributed in 1985 the Final Report of the CEDPA Conference of International Women Leaders on Reproductive Health Issues, which took place in Bellagio, Italy, in December 1984. The report presents the perspectives of 23 Western and Third World women leaders on the issue of improving women's access to reproductive health care. It also makes recommendations for taking the message of reproductive freedom to various audiences, including policymakers, the media, and health/family planning service providers and clients.

The following publications are available from CEDPA:

Planning and Management of Service Delivery Programs in Family Planning, Health and Development

Final Report: Women in Management 15 (Arabic)

Final Report: Women in Management 16 (English)

Final Report: Women in Management 17 (French)

Supervision and Evaluation as Management Tools

Final Report: S&E 6

Manual on Planning, Implementation and Management of Development Projects (English, French, Spanish, and Arabic versions)

Final Report: CEDPA Conference of International Women Leaders on Reproductive Health Issues, Bellagio, Italy, December 3-7, 1984

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