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OVERSEAS EDUCATION FUND OF THE
LEAGUE OF WOMEN VOTERS

THREE YEAR INSTITUTION DEVELOPMENT GRANT

REPORT ON YEAR 1

(FEBRUARY 1, 1979 - JANUARY 31, 1980)

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OVERSEAS EDUCATION FUND
INSTITUTIONAL DEVELOPMENT GRANT

Report on Year I
(February 1, 1979 to January 31, 1980)

INTRODUCTION AND BACKGROUND

The Overseas Education Fund (OEF) was established by the League of Women Voters in 1947 as a separate and independent organization for the purpose of promoting women's participation in development. OEF's efforts and methods to achieve this purpose have changed over the years in response to emerging needs and realities. During its early years of existence, OEF provided short-term training and consultation to strengthen voluntary organizations serving women and their communities throughout Europe, Southeast Asia, and Latin America. In the sixties and early seventies, OEF began training women leaders of Latin America and Asia, emphasizing areas of organizational development and community development.

By 1970, OEF recognized the need to help refocus the social welfare orientation of many women's voluntary organizations towards a "self-help" community development approach. Over 1,000 community action and service organizations received such training during the early seventies.

In 1975 OEF received a three-year (later extended an additional six months) Development Program Grant (DPG) from AID for \$815,000 to expand and improve its program development and its organizational capabilities. The DPG represented an important transitional period for OEF as OEF began developing: (a) substantive field projects (as distinguished from training programs), (b) new geographic areas (Africa and the Near East), (c) project planning, implementation and evaluation systems, (d) organizational restructuring, and (e) increased fund-raising capabilities.

In February, 1979, the Overseas Education Fund received an Institutional Development Grant (IDG) to continue and expand the efforts and directions initiated by OEF during the DPG.

This report, which represents an analysis and evaluation of the first year of the IDG as well as plans for Years II and III, will be presented in three sections:

- I. Major Results of Year I
- II. Difficulties and Learning of Year I
- III. Targets for Year II and Year III

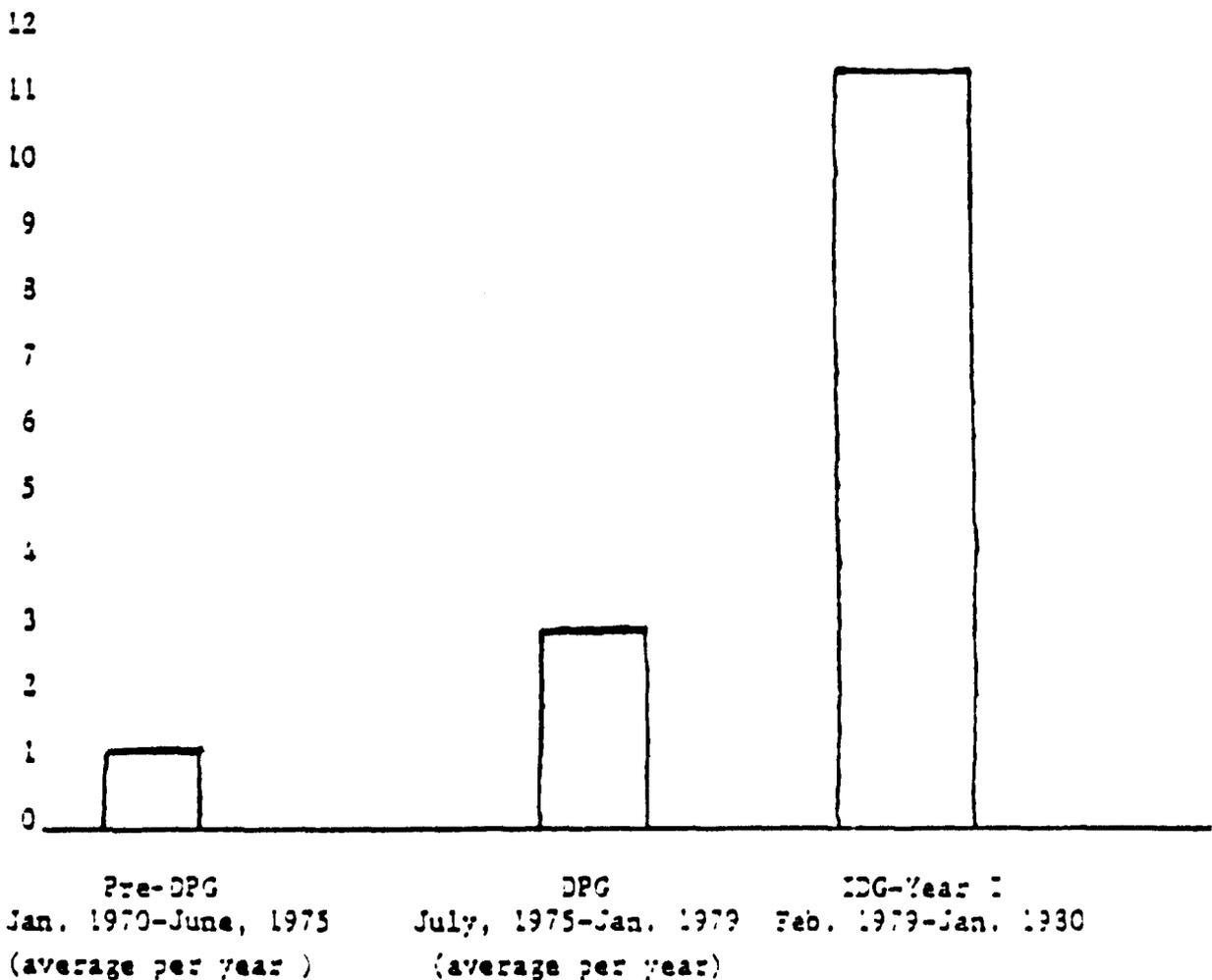
I. MAJOR RESULTS OF YEAR I OF THE IDG

A. Significant Increase in Number of Projects Developed and Funded

In the six year period prior to the DPG (1970-75), OEF developed an average of one new project a year. During the DPG period (1975-1979), slightly more than two projects per year were developed and funded. The first 12 months of the IDG, however, 11 projects were developed and funded.

Chart I

Number of Projects Developed and Funded by Time Period



Projects designed and funded during Year I of IDG were:

1) Sri Lanka

A 30-month employment project in collaboration with the Sri Lanka Federation of University Women to provide skills training for urban and rural women.

2) Ecuador

A 36-month integrated community development project serving 1,000 families in Quito. The project includes construction and operation of a marketplace and child care center, as well as training in skill trades, health, nutrition and human development.

3) Francohone Africa

International Education and Cultural Exchange program between Francophone African radio broadcast producers and Americans.

4) Dominica

Women in Development project to encourage unemployed women in Dominica to work together on income-producing activities which they plan themselves.

5) Zambia

Two-year project to provide technical advisory services through the Zambia Council for Social Development to increase the effectiveness of its 53 member organizations to respond to socio-economic needs of low-income Zambians.

6) Jamaica

Three-year project, Operation Friendship, to provide skills training in trade areas as well as training in health, nutrition, family life, leadership, etc., for 700 youths of western Kingston. (OEF helped develop project; AID/J funded Operation Friendship which in turn subcontracted OEF.)

7) El Salvador

Income-generation, food-production project for 250 rural women that also includes child care, literacy training, health and nutrition services.

8) Peru Legal Services

OEF-developed grant to MDM (Peruvian organization) to develop legal aid program for women. (Sub-contract to OEF from MDM.)

9) Regional Legal Services

Thirty-month project to assist local organizations in Honduras, Costa Rica and the Dominican Republic to provide legal services to women. Also includes media education program to inform citizens of their legal rights.

10) Near East

Six-month planning grant to explore women's organizations in Jordan and the Yemen Arab Republic for the purpose of developing employment and child care programs.

11) United States

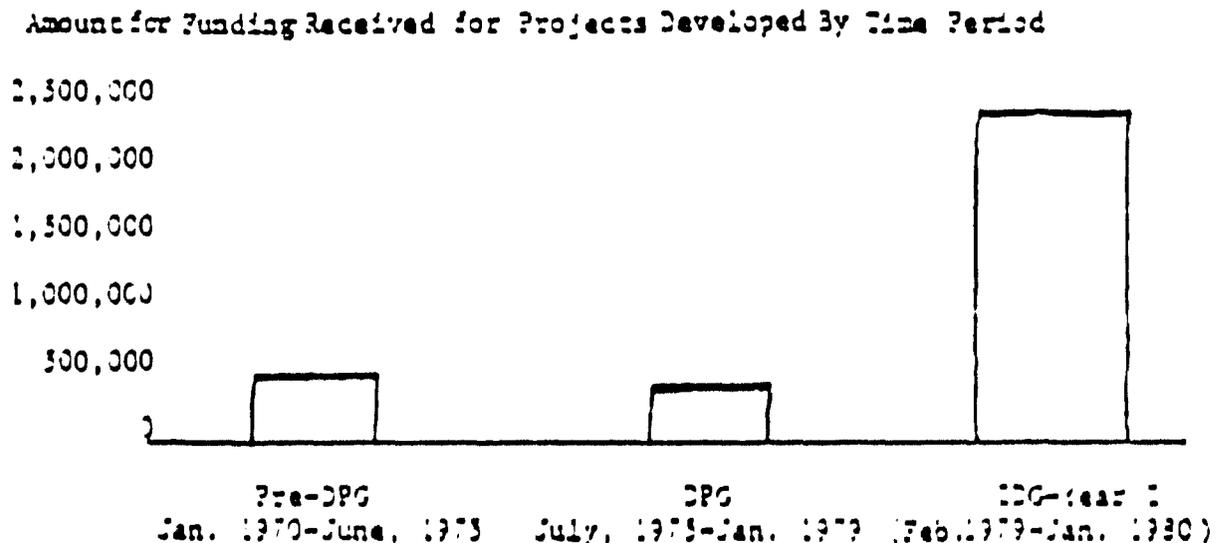
An 13-month grant from the National Endowment for the Humanities to conduct two-day workshops in five U.S. communities to promote an increased awareness by Americans of women's roles, needs, and aspirations amid cultural diversities. Also includes the development of a Program Handbook to assist community groups to carry out similar workshops.

In addition to the above projects which OEF developed and received funding for, there were several other projects which OEF program developers assisted in developing but for which the local organization received the funding (e.g., Child Care in the Dominican Republic, Health/Family Planning in Jamaica).

3. Significant Increase in Amount of Funding Received from Projects Designed

During the nine years preceding the IDG, OEF received approximately \$400,000 a year for the programs designed and funded in that year. The 11 projects designed and funded during year 1 of the IDG will result in grants totalling \$2,222,000 , a 455% increase over the average of the earlier 1970's.

Chart II



Actual grant sizes (to nearest \$1000) for grants received during Year I of IDG were as follows:

1. Sri Lanka	187,000
2. Ecuador	489,000
3. Francophone Africa	132,000
4. Dominica	2,000
5. Zambia	324,000
6. Jamaica	25,000 (subgrant from Grant of 500,000)
7. El Salvador	453,000
8. Peru	20,000 (subgrant from grant of 50,000)
9. Regional Legal Services	428,000
10. Near East	47,000
11. United States	115,000

C. Expansion into New Program Areas

The projects developed and funded during the first year of the IDG continue the new focus of OEF programming. A much higher percentage of projects are now in the areas of income generation, rural development, child care and legal services. For example, during the first year of the IDG, 6 of the 11 funded projects, or 64%, were income-generation. During the previous two time periods only one of the 15 projects was on income generation. Forty-five percent of the projects funded during the IDG included rural development, .07% were rural in the period prior to the DPG. More projects are now multi-sector and involve a comprehensive integrated approach to development. OEF continues, however, to include organization development/institutional building as a key element to many of its projects.

Chart III

Program Areas of Projects Designed by Time Period

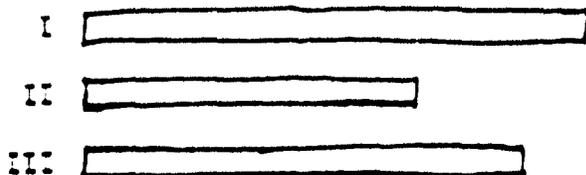
Period I - Pre-DPG (Jan, 70-Jun, 75) (Percentage of all projects developed during that time period within the identified program area)

Period II - DPG (Jul, 75-Jan, 79)

Period III - Year I of IDG

0 10 20 30 40 50 60 70 80 90 100%

(time period) Organization Development



Time Periods

Period I - Pre DPG (Jan, 70-Jun, 75)

Period II - DPG (Jul, 75-Jan, 79)

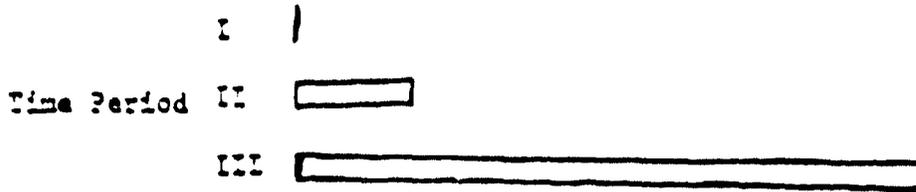
Period III - Year I of IDG

(Percentage of all projects developed during that time period within the identified program areas)

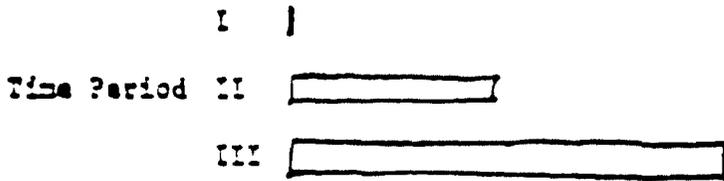
0 10 20 30 40 50 60 70 80 90 100%

(time period)

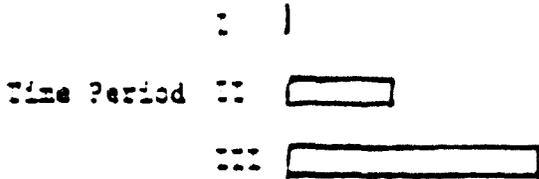
Income Generation



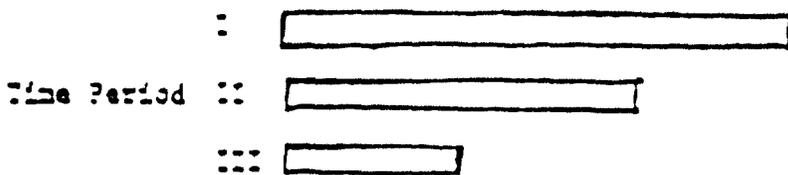
Rural Development



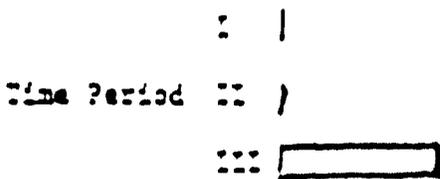
Child Care



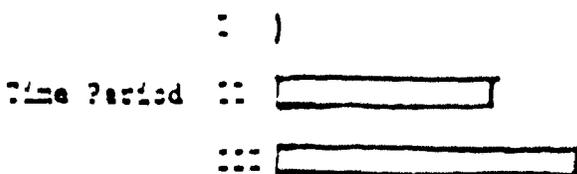
International Exchange/Seminars/Public Education



Legal Services



Other - Health, Nutrition, Appropriate Technology and/or Cooperatives



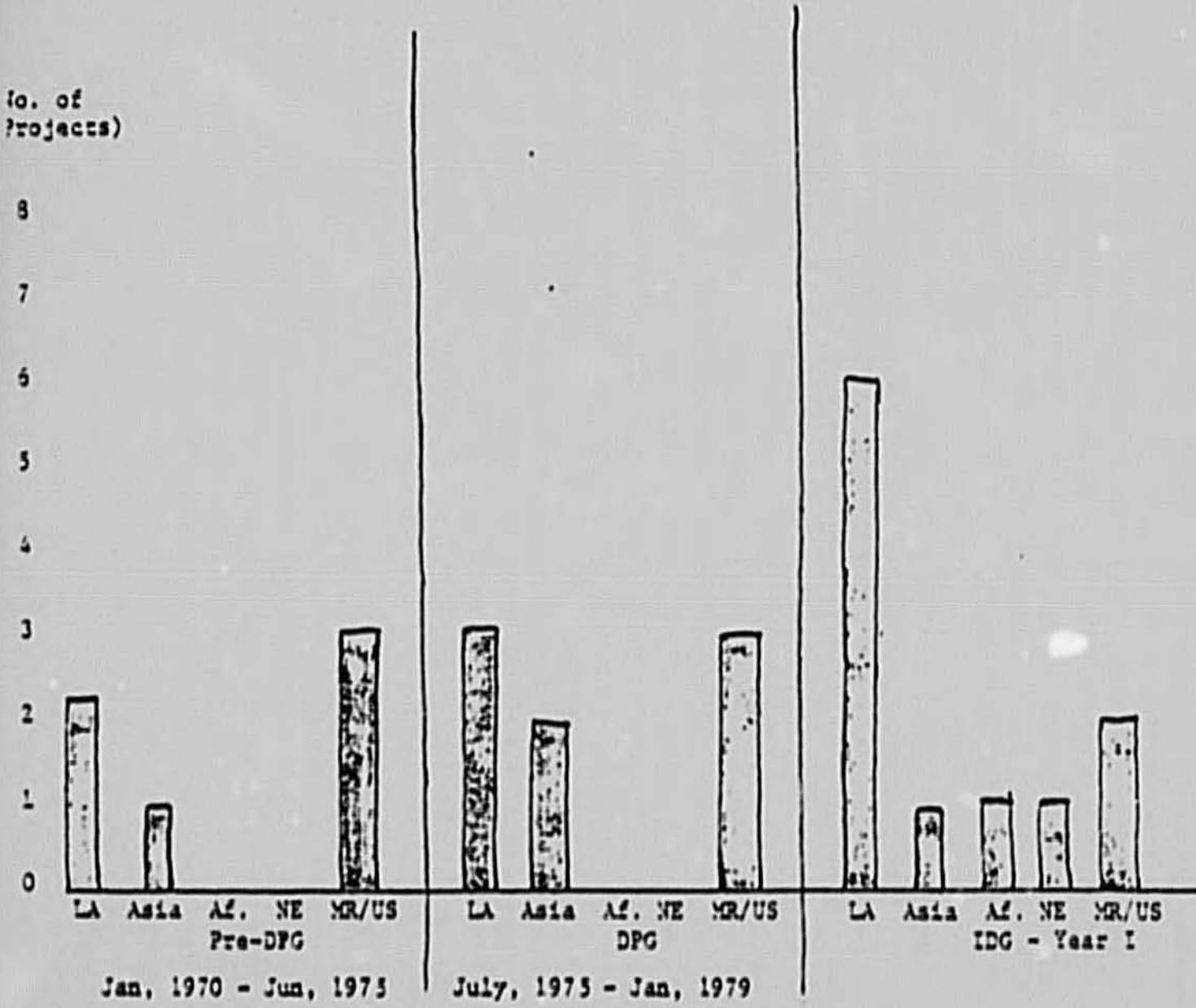
(Multi-sectoral projects counted in more than one program area)

D. Change in Geographic Location of Projects

In the early 1970's, much of OEF's programming activities were limited to Asia, Latin America, and seminars and institutes in the US. The projects designed and funded under Year I of the IDG contain two US - based projects and nine in the field, including projects for the first time in Africa, the Near East, and the English-speaking Caribbean.

Chart IV

Geographic Distribution of Projects Designed and Funded by Time Period



LA=Latin America/Caribbean
 Asia=Asia/Pacific
 Af=Africa
 NE=Near East
 MR/US=Multiregional, Exchange, US

E. Change in the type of Project Participants/Direct Beneficiaries

OEF has always worked with middle class women's organizations and offers no apologies for those efforts since these women and organizations have proven to be critical links with significant power to improve the socio-economic status of low-income women. Beginning during the period of the DPG, however, OEF program staff and the intermediary organizations with whom we work began training low-income women in significantly increasing numbers. The 11 projects designed and funded during the first year of the IDG will directly reach approximately 15,000 people, over 90% of whom are low-income.

Chart V

Project Participants/Direct Beneficiaries Reached in Projects
Designed During Time Period

(No. of
People)
15,000

Period I - Pre-DPG (1970-1975)
Period II - DPG (1975-Jan., 1977)
Period III - IDG Year I

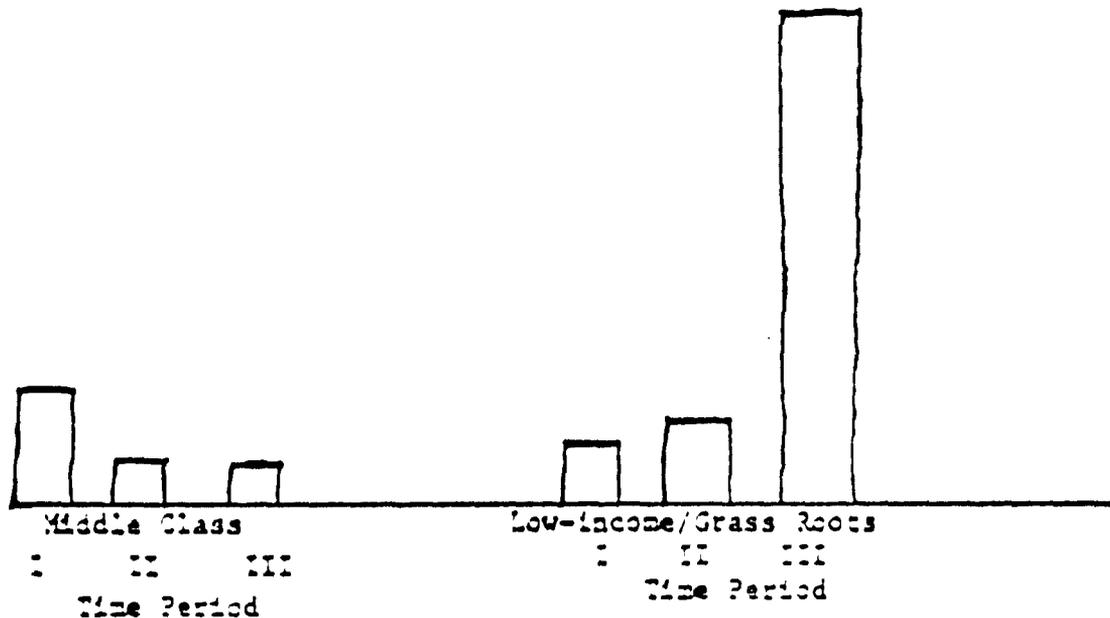
12,000

9,000

6,000

3,000

0



As OEF has begun working directly with low-income women, it should be noted that more and more OEF projects include men among the beneficiaries (5 of the 11 projects of the IDG include men whereas only two of the 14 earlier projects of the 70's included men as participants/beneficiaries). This does not imply that OEF has shifted its focus from women, rather it represents an increased realization of the importance of reaching out to the whole community in order to help the women in it as well as the need of changing male attitudes toward women.

F. Strengthening of Organization Structuring and Staffing
(organization chart follows on p. 10)

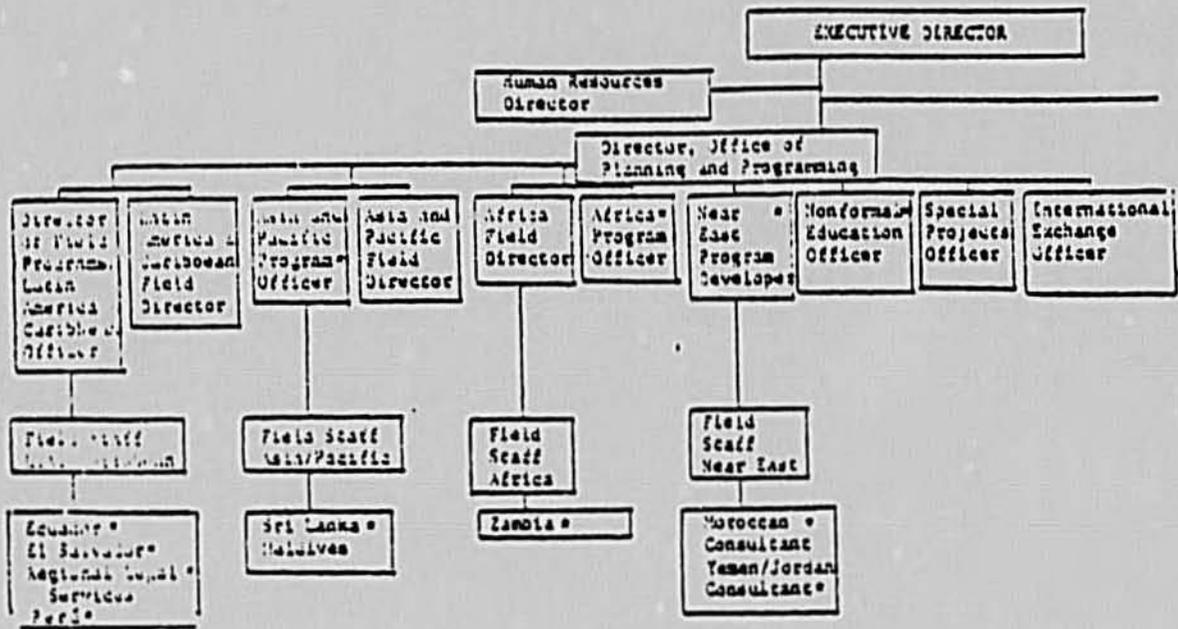
In order to strengthen its organizational and program operations, the Overseas Education Fund has undertaken a major reorganization, including a near doubling of staff size (from 16 to 29 professional staff) between January 1979 and January 1980. OEF's organizational chart as of January 1980, is shown on following page (Newly created positions are marked with an asterisk.)

The Headquarter staff of 17 now provides the support system necessary to provide a high level of quality in backstopping OEF field projects, coordinating fund-raising, and administrative efforts, directing special projects and providing short-term technical assistance to OEF field projects and other US and indigenous organizations.

Field Directors develop programs in each of the four Regions (Africa, Asia/Pacific, Near East and Latin America/Caribbean). Regional Program officers provide support to field projects and to the Field Directors.

Other significant organizational improvements which have occurred during the first year of the IDG include:

- 1) Workshops for staff and Board members in management and technical areas (e.g. time management, non-formal education, fiscal & personnel management, etc.)
- 2) Restructuring of the purpose, operations and membership of the Board Committees (Program Review, Development, Area Regional, Personnel, etc.)
- 3) Continuing development of uniform administrative procedures, fiscal operations, and overhead rates
- 4) Functions of Training and Evaluation Officer expanded to include organization development, consultation, and management training for staff and Board of Directors
- 5) Utilization of short-term consultants in areas of fiscal management, organization development, etc.



* New positions filled in first year 1980

Best Available Document

- 6) Development of an internship program to utilize students from universities throughout the U.S. to assist staff in a variety of research and action areas.
- 7) Establishment of a field base for the Asia Field Director to strengthen project development efforts and increase OEF visibility.

These and other organizational efforts have enabled OEF to improve the quality of its operations as it has expanded the quantity of its programs.

G. Sharpened, Clarified Mission and Focus for OEF

During the past year, OEF has developed a sharpened and more clearly defined understanding of its mission and role in development. The result has been the writing and publication of a capability statement which spells out OEF's: a) goal (i.e. promoting economic self-reliance for low-income women), b) approach, c) strategies and activities (technical assistance, publications, advocacy and international exchange and public education), d) services, and e) staff and resources. The struggle to "hammer out" this capability statement has resulted in OEF being much more unified and committed in its work.

H. Improved Quantity and Quality of Training

As OEF has moved into larger and more complex areas of development, it has realized the critical importance of training for its own staff so that, in turn, OEF staff can provide high quality technical assistance to counterpart agencies and project participants. During the first year of the EDG, all OEF field and headquarters staff received training in one or more of the following areas:

- Income Generation; Micro-Economics
- Rural Development
- Nutrition
- Legal Services
- Child Care
- Cooperatives
- Appropriate Technology
- Applied Research
- French, Arabic
- Fiscal Management; Accounting
- Communications
- Organization Development
- Evaluation
- Nonformal Education
- Time Management

In addition, the 18 staff employed during the past 12 months received a coordinated, complete orientation that included organizational, administrative, programmatic and technical information.

The more than 200 counterparts with whom OEF worked in its overseas projects during Year I received, in turn, training from OEF staff in one or more of the areas listed above.

In addition, OEF, as its expertise and quality of staff has become known, is now providing training to such groups as: U.S. PVO staff, foreign students in the U.S., and USAID staff.

During the first year of the IDG, OEF staff provided: a) management training (via New Transcendence Workshops) to staff members of CARE, Save the Children Foundation, Lutheran Relief Service, PACT, VITA and others) and b) "Women in Development" training to graduate students from Ghana, Philippines, Brazil, Tanzania, and Thailand.

Other important training activities undertaken by OEF have included:

- 1) Development of a training handbook for low-income women based upon the OEF Costa Rica project that will be made available, following further testing and development, to hundreds of international and indigenous development organizations.
- 2) Plans developed for training workshops in Sri Lanka and Zambia for government and private organizations.

I. Application of OEF's Evaluation System

During the DPG, OEF developed a comprehensive evaluation system that enables OEF, particularly the project managers and program officers, to evaluate the project on a regular, periodic basis and thereby ensure better application of inputs, higher likelihood of success, clearer identification of the causes for successes and failures, and elements that may need to be redesigned.

In the first year of the IDG, 12 projects were in one stage or another of implementation. Four of the projects were completed and final impact evaluations were conducted. Each of the final evaluations will be shared not only within OEF but also with other development organizations so that others can learn from OEF's efforts. Plans are being made to publish a summary of the Costa Rica project, significant learnings as well as methodologies that were utilized and made that project so successful.

The other eight projects have an evaluation system which includes monthly or quarterly progress reports from the project manager that provide key information to determine if the project is on target and/or if unplanned-for problems have arisen which call for project redesign.

J. Development of a Base for Private Fund-Raising Efforts

During the first year of the IDG, OEF hired a Director of Financial Development/Communications to coordinate the fund-raising efforts of OEF.

Other significant fund-raising efforts during Year I of the IDG included:

- 1) OEF's First Corporate Fundraising Dinner which was held in February with Ms. Lillian Carter and Andrew Young serving as the main speakers. More than 200 people attended and more than twenty corporations participated (only one of which was a previous OEF contributor). The occasion drew the attention and support of William Ellinghaus, President of American Telephone and Telegraph, Shepard Pollack, President of Philip Morris USA, Senator Charles Percy, and Ruth Hinerfeld, President of the League of Women Voters of the U.S. Among the "new" corporate donors were: Allied Chemical Corporation, American Telephone and Telegraph Co., Atlantic Richfield Co., Continental Group Inc., Coopers and Lybrand, Corning Glass Works, Crocker National Bank, Dun and Bradstreet Companies, Inc., General Motors Corporation, Johnson Publishing Co., Lehman Brothers, Philip Morris, Inc. and Wells, Rich and Greene, Inc. OEF is including these corporations in its fundraising efforts in 1980.
- 2) OEF continued its direct mail campaign which has reached 148,000 people since spring of 1977. Direct mail has increased OEF's donor base by 300% since that time, adding some 1200 new donors to its list.
- 3) Foundation giving continued its declining pattern of the past several years (a phenomenon universally experienced by all international private organizations since foundations have dropped their international giving from 11% of all their funding in 1976 to 6% in 1978). However, OEF has continued to receive foundation support, including a \$10,000 grant from the Cummins Engine Foundation for the publication Women in Africa, signaling more potential donor interest in OEF's public education efforts.

- 4) In an attempt to build new funding constituents, OEF has developed a three-step fundraising plan for 1980 implementation in Los Angeles, New York, Austin and Boston. The plan calls for: a) a series of individual small events to identify potential OEF contributors, b) a luncheon to bring them together, and c) a major fundraising event.
- 5) An OEF Board member who is also an international business consultant will spearhead a corporate sector drive in Washington in early 1980. Plans are for a luncheon at the International Club for Washington Executives of American Express, IBM Corporation, Gulf and Western, Control Data, NCR, Del Monte, R.J. Reynolds, Ford Motor Company, Sears, and others.

K. Increased Collaboration with Other Organizations

The Overseas Education Fund has initiated a variety of activities in collaboration with other organizations in order to augment OEF's work in the field of Women in Development including:

- 1) Exploring and/or developing joint programming with organizations such as the Organization of American States, Academy for Education Development, Partnership for Productivity, CARE, World Bank, Partners of the Americas and the Foundation for Cooperative Housing.
- 2) Continuing to coordinate the Coalition for Women in International Development which now includes over 30 organizations and individuals.
- 3) Working in establishing a network for women's organizations around the world.
- 4) Pursuing membership in PACT as well as exploring the possibility of a Women in Development Consortium of PVO's.
- 5) Attaining nongovernment consultative status with the United Nations Economic and Social Council. OEF's U.N. representatives monitor council activities to assess their impact on women and contribute to the formulation of certain policy positions.

L. Expanded Public Education and Community Outreach Efforts

The first year of the EDG includes a highly important event in OEF's efforts to educate Americans about Women and Development; the event - the awarding of a grant to OEF from the National Endowment for the Humanities for the purpose of conducting workshops in five U.S. communities on Third World women's roles, needs and aspirations. A handbook that will enable other communities to undertake similar workshops will also be produced. OEF hopes that over 100,000 Americans will be reached during this 13-month project.

Other public education efforts include:-

- 1) As previously mentioned, the Overseas Education Fund has developed a "Capability Statement" that will enable OEF to explain and market its services to indigenous organizations, local governments, U.S. funding services, etc. An "Overview", which summarizes OEF work for the past 32 years in over 50 countries, has also been produced.
- 2) Conferences for Third World Participants in the U.S. It is important for OEF to provide a forum for Third World representatives and Americans to share experiences, discuss common concerns and learn from one another. During the first nine months of the EDG, OEF sponsored two major international conferences.
 - a. Child Care Conference (October) attended by representatives from eight countries, OEF and AID.
 - b. Francophone African/American Radio Broadcasters Conference (October) attended by representatives from 13 countries, OEF, and ICA. Following the conference, there was a highly successful tour of four U.S. cities (Los Angeles, where Mayor Bradley and Muhammad Ali met with the participants; Lawrence, Kansas; Chicago and New York).
- 3) OEF has continued to expand its Speakers' Bureau as a means of informing Americans about cultural diversity, global interdependence, and issues affecting women in developing countries.
- 4) The OEF Resource Center remains a source of information available to staff and individuals/organizations interested in women and development.

M. Preparation for Mid-Decade on Women

The Mid-Decade Conference on Women will be held in Copenhagen, Denmark in July 1980. The Overseas Education Fund is involved with the Conference in a number of ways.

- 1) OEF is working with the State Department Secretariat on the 1980 World Conference on Women (the official title of the Conference) to assist them in developing plans for the U.S. participation and to transmit information about the Forum to women in the United States. One way OEF is doing this is through the OEF - based Coalition for Women in International Development which sends out mailings to a wide variety of women leaders and organizations.
- 2) OEF will prepare a position paper on Women in Development for distribution at the World Conference.
- 3) The Coalition will seek to have input into the Conference agenda through submissions to the 3rd Preparatory Meeting and to the meeting of the U.N. Commission on the Status of Women.
- 4) OEF is planning to participate actively in an NGO Forum which will be held in Copenhagen concurrently with the Conference. OEF will: a) organize a Symposium on Child Care which will draw on our recently completed Child Care Study, and b) bring together Third World Women with expertise in this field who can share it with other Forum participants.
- 5) OEF is actively working to promote Third World involvement in the Conference and Forum by means of a letter which we sent to our contacts in Asia, African and Latin America, telling them of our plans to participate and urging them to do likewise.
- 6) At a recent meeting sponsored by the Continuing Committee of the Houston Conference, President Willie Campbell of OEF spoke on Women in Development and on the qualifications which women should possess who will be on the U.S. delegation to Copenhagen.

II. DIFFICULTIES DURING YEAR I OF IDG

A. Building Non-Government Funding

Non-Government funding for the Overseas Education Fund has remained fairly level during the 1970's (ranging between \$85,000 and \$135,000 a year except in 1976 and 1977). OEF has not moved above that range during the first year of the IDG (OEF projects non-government funding to be approximately \$100,000 for the first year of the IDG) although, the foundation has been laid for reaching our target \$500,000 per year by 1983. OEF recognizes the importance of increasing non-government funding in order to assume a greater share of the costs of programming.

B. Filling Senior Staff Positions

Two senior staff positions (Director of Financial Development/ Communications and Director of Administration) were not filled until September, a few months later than planned. OEF had undertaken a comprehensive search to identify highly-competent individuals to fill these two positions. The delay did not allow OEF to move forward as fast as hoped in the areas of financial development, administrative systems and communications.

C. Image of OEF

As can be seen in the previous material, OEF has expanded its focus and greatly improved its capability. However, it does take time and extra communications efforts to demonstrate these changes to AID and other donors who may retain an image of OEF based upon its earlier activities. Overcoming these image constraints is necessary in order for OEF to maximize its new programming and funding thrusts.

D. Cost of Project Development

During the DPG period, it cost OEF approximately \$100,000 for each project which was eventually funded. In the first year of the IDG, the figure is slightly less than \$40,000, a lower but still substantial figure. OEF anticipates several factors in the future which may make it difficult for OEF to lower that figure; namely,

- 1) AID's efforts (which OEF commends) to issue grants directly to indigenous PVO's. Oftentimes both AID and the local PVO request OEF to assist in the design of the project (including needs assessment, resource identification, etc.), and the writing of the proposal. After several weeks of work and considerable cost to OEF, a grant is awarded to the indigenous PVO with little or, more likely, no

compensation to OEF. An illustrative example of such a situation during the first year of the IDG was OEF's work with Operation Friendship in Jamaica. OEF's program developer helped design and write two proposals which resulted in a total AID-Funding of \$800,000. OEF received a subgrant for \$25,000. OEF does not regret the 4 weeks in assisting Operation Friendship since Operation Friendship is a high-quality organization and involved in excellent employment and health programs for women. Operation Friendship had been trying to design and write these two projects for over a year with no success. The problem is that OEF cannot continue to invest resources in such important activities without some financial support for those efforts. Similar situations have occurred in Thailand, Perú, Indonesia, and the Dominican Republic.

- 2) The ongoing Continuing Resolution of the Foreign Assistance Act may result in designed projects being delayed indefinitely for lack of funding. These delays may eventually result in so many changes in country personnel as well as politico-socioeconomic changes that the project is no longer viable. An OEF-designed project in Cameroon suffered this fate.

E. Negotiation of Overhead Costs

OEF has labored many months in developing an adequate base and rate with AID/Washington. In negotiating with local AID missions, however, this rate is oftentimes not accepted and OEF is forced to subsidize general administration costs if we (and the local people) want the project.

F. Expansion into the World of RFP's and IQC's

As more and more funds for international development are disbursed through grants, it is important for OEF to have the capability to respond to RFP's and to receive IQC's in its areas of interest and expertise. Other priorities and limited resources prevented OEF from moving forward in this area during the first year of the IDG. OEF plans to actively pursue these avenues during years II & III of the IDG.

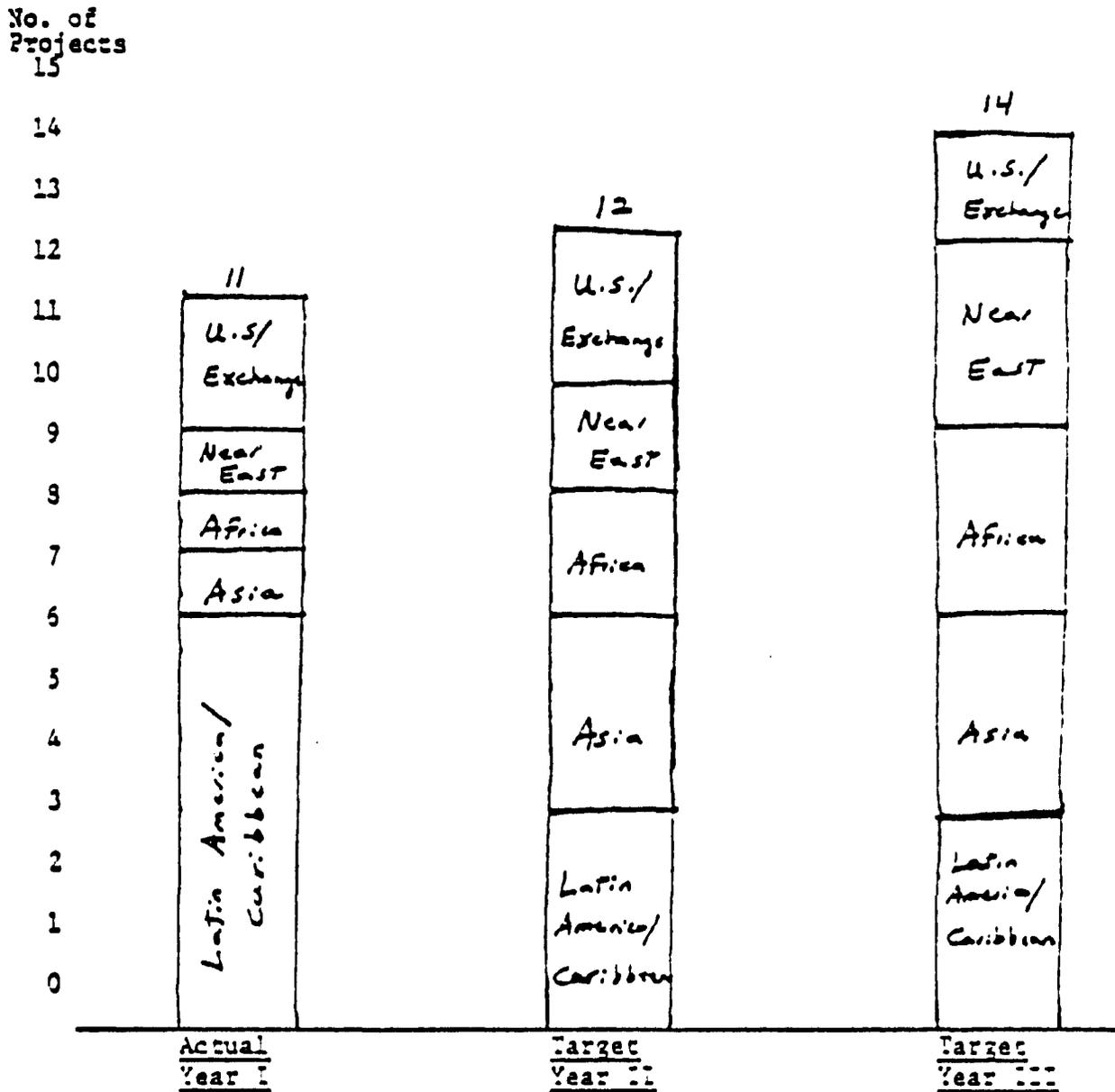
III. TARGETS FOR YEARS II AND III OF IDG

A. Number of Projects Designed and Funded

Building upon the success of Year 1 as well as the filling of staff vacancies with competent program developers, OEP has raised its targets for years II and III to 12 and 14 projects respectively.

Chart VI

Number of Projects Designed and Funded
by IDG Year and Region

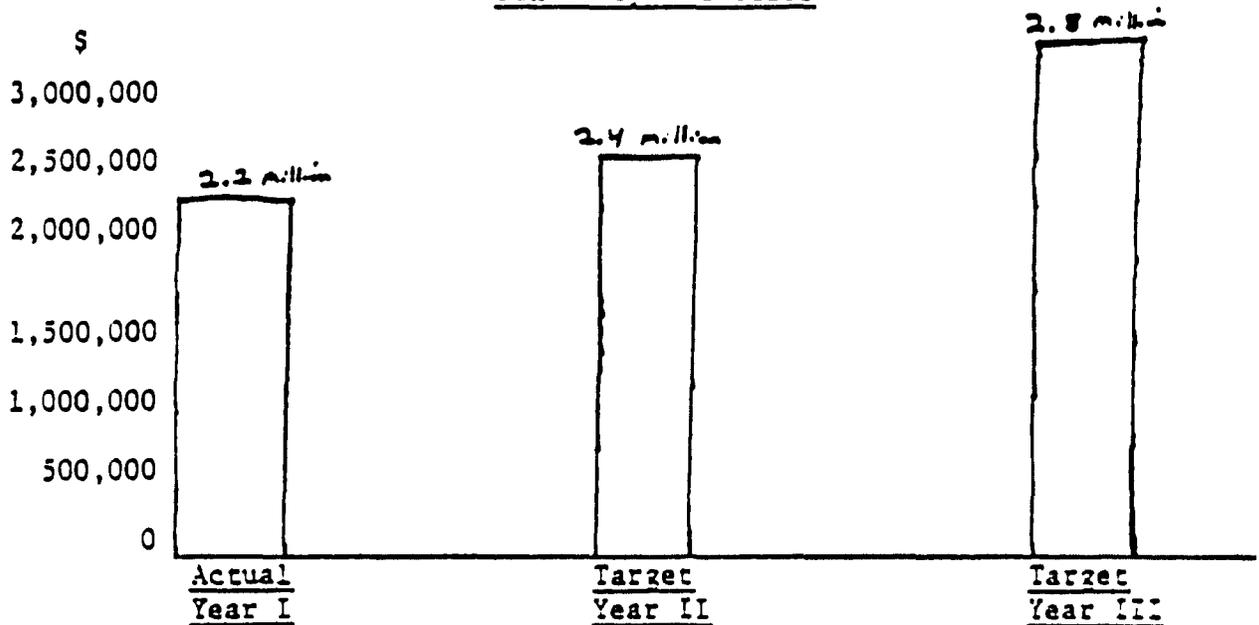


3. Amount of Funding (AID & Non-AID) Received for Projects
Designed and Funded

During the first year of the IDG, 11 projects were funded with grants totaling over \$2.2 million (exceeding our targets of 8 projects and \$1.6 million). Based upon maintaining the grant average of \$200,000 per project, OEF expects grants totaling \$2.4 million in year II and \$2.8 million in year III. This would result in a total of \$7.2 million for all years of the IDG.

Chart VII

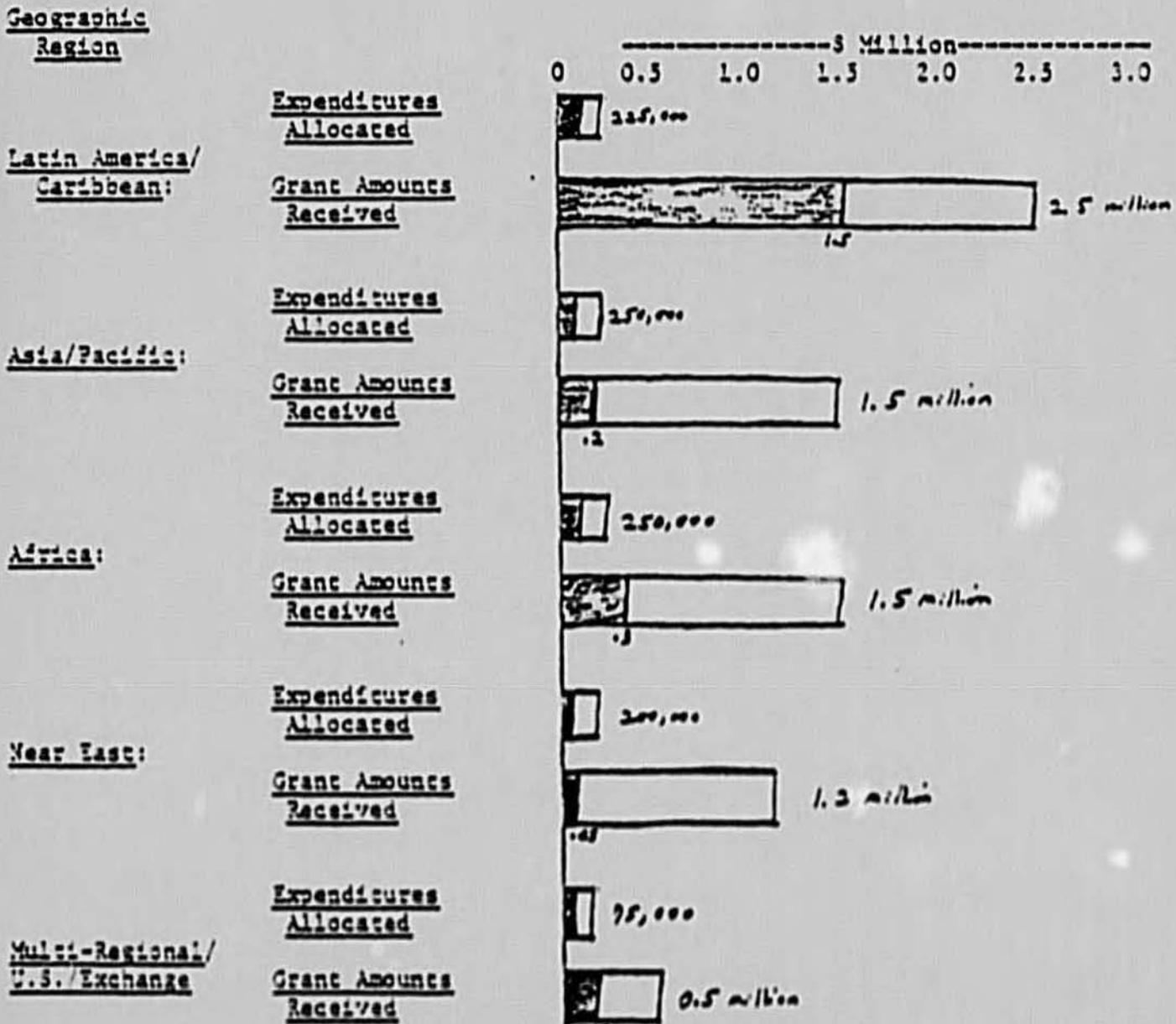
Amount of Grants from Projects Designed and
Funded by IDG Years



C. IDG Expenditures for Program Development Compared to Grant Funding Received by Region

Based upon a variety of factors (regional needs and opportunities, OEF resources, etc.), OEF has allocated specific amounts of IDG funds for program development with specific grant targets for each region.

Chart VIII



(Progress toward total during Year I Shaded)

D. Building of the Non-AID Funding Base

During Year I of the IDG, OEF built a foundation for non-AID funding. Although, AID funding is expected to continue growing during years II and III, OEF expects non-AID funding to grow even faster. Chart LX shows the actual AID and non-AID funding of Year I and the projected figures for years II and III.

Chart LX

OEF's AID and Non-AID Sources of Funding by Year

Amount (\$)

2 million

1.5 million

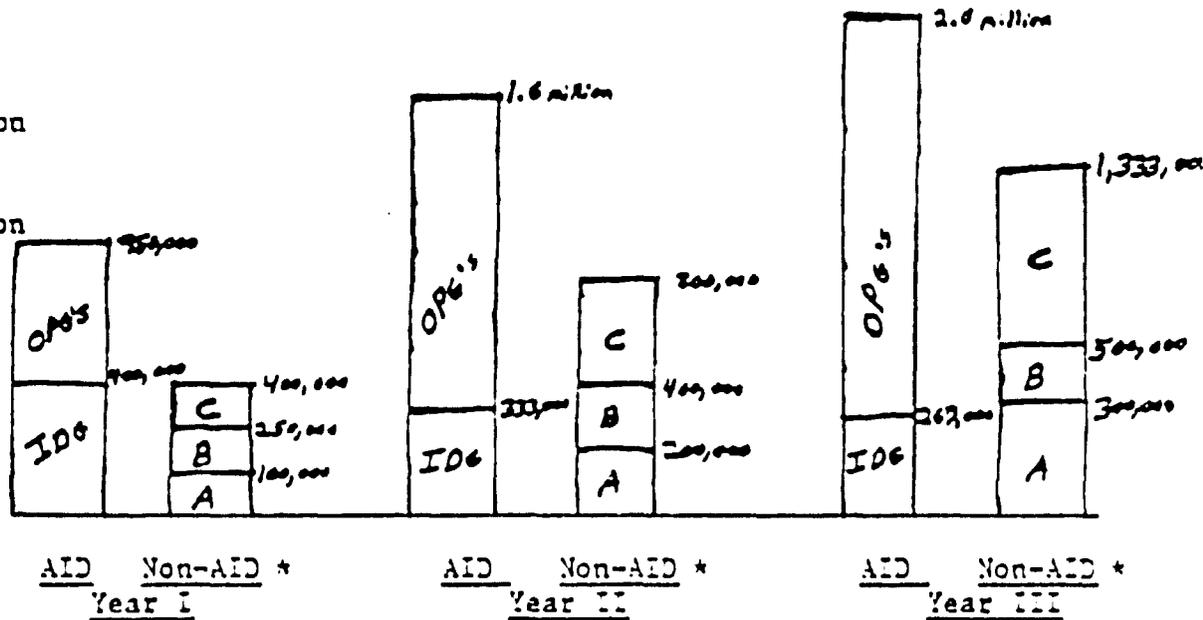
1.0 million

750,000

500,000

250,000

0



Percentage
of Total
as AID
Funding

(70%)

(67%)

(60%)

- * A - Individuals, Corporations and Foundations
- B - Government, Non-AID
- C - Host country contributions including cash and in-kind contributions of labor, space, equipment, transportation, etc.

3. Quality of OEF Programming

As OEF increases the number of projects in operation, it will continue to strengthen the quality of its programs. More vigorous application of the project design and evaluation systems will be made. Data gathered from the several operational projects will be analyzed and shared among project managers and other program staff. Training will continue for all staff. Short-term consultants with expertise in the technical areas of the project (e.g. income generation, marketing, etc.) will be utilized to work with program developers during project design and with project managers during project implementation.

CONCLUSION

The first year of the IDG has been very successful for OEF in terms of the quantity and quality of programs developed as well as the improvement of organizational capabilities in programming, training, evaluation, administration and fund raising. The last two years of the IDG will be spent in strengthening program and organizational operations. Difficulties still remain but OEF is confident of its ability to meet these challenges.

APPENDIX-A

(Feb 1, 1979 - Jan 31, 1980)

Operational Projects During Year 1 of IDG

<u>Project Title</u>	<u>Nature of Project</u>	<u>Project Director/ Technical Advisor</u>	<u>Beneficiaries Number and Kind</u>	<u>Cash and In-Kind</u>	<u>Dates of Project</u>
Costa Rica	Human Resource Dev. Income Generation	Glina Palacios	1,500 Women	497,145	06-77 to 11-79
Child Care	Child Care; Survey	Eally DiCicco	Low-Income Mothers	462,000	09-77 to 11-79
Maldives	Survey	Helen Seidler	Women	105,223	01-79 to 12-79
Sri Lanka	Income Generation, Skills Training	Lakshmi Perera	600 Women	256,283	02-79 to 07-81
Ecuador	Cooperative, Income Generation, Health, Nutrition	Ronald Carlson	1,000 Families of TARQUI	727,364	05-79 to 04-82
Francophone/ Africa	Educational and Cultural Exchange	Cynthia Chard	15 Francophone Radio Broadcasters Producers	144,135	06-79 to 12-79
Dominica	Income Generation	Glen Lee	10 Women's Groups	2,000	06-79 to 06-80
Zambia	Organization Dev. Women In Development	Al Medvitz Jeanne McCormack	53 Social Develop. Organizations	456,000	09-79 to 08-81
Jamaica	Skills Training; Human Resource Dev.	Mike Marquardt	700 Young men and Women of W. Kingston (25,000)*	500,000	08-79 to 08-82
El Salvador	Income Generation, Rural Development	Mirta Ghiorzi	250 Rural Women	621,982	09-79 to 08-82
Peru Legal	Legal Services	Hila Brooks	Peruvian Legal Association	50,310 (20,000)*	10-79 to 12-79
Regional Legal Services	Legal Services	Margaret Schuler	4,000 Low-Income Women	850,557	10-79 to 09-82
International Awareness Workshops	Public Education	To Be Selected	1,000 Americans	221,000	01-80 to 06-81

*amount of subgrant to OEF

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