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**SOLIDARITY GROUPS
AND THE
WOMEN'S WORLD BANK:
Experiences from Cali, Colombia**

By: Jeffrey Ashe
Senior Associate Director
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The author is, of course, responsible for the content.

INTRODUCTION

This investigation was carried out as a part of the activities financed by PACT Documentation Grants. It focuses on the social impact of solidarity group loans to micro-commerces, such as market vendors and hawkers, and micro-producers, such as seamstresses, shoemakers and bakers.

This document presents the data collected on the Women's World Bank Program in Cali, Colombia. It is only part of an overall study that investigated two additional solidarity group programs, one in Bogota, Colombia and the other in Lima, Peru, that will be presented in a forthcoming report. The study in Cali is based on group interviews with program personnel and program participants and individual interviews with 101 participants using a structured questionnaire.

THE STUDY

The study was designed jointly by the directors of the Women's World Bank Program and Jeffrey Ashe of ACCION International. The survey was based on a random sample of solidarity groups that included both "micro-negociantes" (micro-commerces) and "micro-productores" (micro-producers). Program clients participated in group discussions about the program and responded individually to questions exploring their impressions of the program's training and credit components and the ensuing results of their participation. In response to a Women's World Bank staff observation that significant changes in commitment to the program occur between the fourth and fifth month of participation, the seventy-seven owners of micro-commerces in the sample were divided into two groups: those who had been with the program five months or more and those who had been with the program less than five months. This group was also divided by gender to see if women participants perceived the program differently than men. Since the WWB had only recently extended its services to cottage artisans, the sample of micro-producers was small (24) and was not analyzed by sex or time with the program. Tables including these breakdowns are annexed to this report along with the questionnaire used in the survey.

CHARACTERISTICS OF PARTICIPANTS

The average participant is a 41 year old individual, with 13 years of experience in his or her current business, who has participated in the program for nine months. In the sample of 101 participants, 71% were women and 29% were men this compared to 65% women and 35% men in the program as of July, 1985. The sample, then, is representative of the program's beneficiaries.

Notably, 92% of the micro-producers are women. Of the "micro-commerciantes" who have been with the program five months or more, 68% are women and 59% of those with the program less than five months are women.

There are significant differences between micro-commerce owners recently entering the program and those who have been with the program five months or more that may reflect changing program priorities. Those who entered the program first are, on the average, a decade older and have twice as much business experience (17 years vs. 9 years).

The types of businesses assisted are typical of the informal sector. Fifty percent are street food vendors or sellers of vegetables, fruits, grains and meat; another 26% sell articles such as flowers, plants and merchandise and the remaining 24%, the micro-producers, manufacture clothing and dolls.

THE SOLIDARITY GROUP MECHANISM

Before discussing the Cali program, a general discussion of "solidarity groups" is in order. Various mechanisms for delivering credit to the owners of micro-businesses through small groups were identified in the PISCES Project.¹ Although these highly successful projects were carried out in cultures as distinct as India, the Philippines and El Salvador, they had many characteristics in common:

- o Those seeking credit organized their groups and played an important role in the project;
- o The group guaranteed each members' loans; co-signers, land titles, or collateral such as homes or equipment were not required;
- o The initial loan was small and the size of the loan grew with the needs of the client. Loan terms ranged from one month to one year;

¹The PISCES study was sponsored by USAID/Washington. The primary objective of the project was to study programs that assist the activities of the smallest businesses of the informal sector in urban zones.

- o All types of economic activities including commerce, services and cottage industries were financed;
- o Loans were delivered quickly with a minimum of bureaucratic requirements.

Using the group credit mechanism, it was possible to lend to the owners of the smallest businesses, whose owners are often women, at low cost and little risk - an important finding since it was generally considered that such clients could only be reached at high cost. Equally important, the investigators noted that, in addition to increased income and employment, mutual assistance between group members increased notably. In some cases this led to the formation of associations and economic collaboration between group members. These social benefits were achieved with little or no additional promotion or cost, indeed it could be argued that without the social goals of these projects they would not have been so successful. Low cost, low loan default projects with the poor seem to require a high level of beneficiary participation.

In 1980, ACCION International adopted the solidarity group mechanism in its program of technical assistance to local organizations in Latin America. Starting in the Dominican Republic, the use of the solidarity groups spread to Costa Rica, Colombia, Ecuador, Honduras, Paraguay and Peru.

THE WOMEN'S WORLD BANK PROGRAM IN CALI, COLOMBIA

The informal sector in Cali does not have access to credit at commercial interest rates. The alternative is the moneylender or supplier, but the interest charged by these informal lenders is high. For example:

- o Moneylenders often charge 20% a month on loans paid daily.
- o Wholesalers who advance produce to their clients without capital sell their lowest quality goods at the highest price. The implicit interest rate in this transaction is often 10% a day or more.

Without adequate capital, encouragement and basic skills, businesses grow only with great difficulty.

In this context of lack of credit, training and encouragement, what the Women's World Bank in Cali has accomplished is considerable. Since the program began in August, 1983, credit has been made available to 376 solidarity groups with 1,341 members; 64% of the borrowers are women.

Three characteristics of the Cali program stand out:

1) Little time is invested in each group:

Each promoter tends to the needs of 38 solidarity groups with a total of 134 members.

2) Consequently, groups are expected to take major responsibility for carrying out the program:

- o Informing others,
- o Forming groups,
- o Making payments.

3) At the same time, the Women's World Bank encourages mutual assistance:

- o From the first contact, the expectation is created that the program is much more a simple mechanism to receive credit.

This methodology is based on an implicit development philosophy that has three general principles:

- 1) Businesses are expected to improve; vendors will sell more, manufacturers will produce more and all will earn more.
- 2) "Solidarity" - mutual assistance and collective action - is as important as business growth.
- 3) The ultimate goal is the development of each participant as a person.

It is impossible to attribute the changes resulting from the program to a specific component - credit, training, etc. It is, however, possible to identify the underlying process of change that stems from program participation. (See table on the next page.)

PROCESS OF CHANGE

DEVELOPMENT PHILOSOPHY	METHODOLOGY	PROCESS	OUTCOMES
- Individual business growth	- Visits of the promoters to the businesses	- Beneficiary participation in the formation of groups and making loan payments.	- Better organized and more prosperous businesses
- Mutual assistance and collective action	- Monthly training	- Strong identification with the program and staff	- Increase in income
- Individual self-actualization	- Credit provided through solidarity groups	- Application of the information learned to businesses, groups, family and the community	- Increased solidarity and mutual collaboration
	- Forced savings	- Decreased dependence on suppliers and moneylenders	- More hope and planning for the future, improved relations with the family and the community
		- Solidarity groups become mechanisms of mutual support and interchange information	
		- Development of a new network of friendships between solidarity groups	
		- Increased discipline through regular loan paybacks, forced savings and required attendance at meetings	

The underlying development philosophy, then, is reflected in the program's methodology - visits to businesses in the field, training and, of course, credit and forced saving. The program's structure and the interaction of staff with participants encourages them to act in new ways (see "Process" above) which lends to "outcomes" or changes in the business, including increased income, increased solidarity and more positive attitudes about themselves.

LEVELS OF SOLIDARITY WITHIN SOLIDARITY GROUPS

This description of the process of change may give the impression that all were equally affected by the program. In reality, participants ranged from those who felt the solidarity group was an imposition and who would rather have received their loans individually (45%) to those who viewed the group program as one of the most important influences in their lives. Three levels of solidarity could be distinguished among participants:

- 1) Minimum : Where the solidarity group is viewed simply as a mechanism for receiving credit.
- 2) Intermediate : Where there is evidence of mutual assistance between members of the group.
- 3) High : Where there is more evidence of mutual assistance within the group and where the group takes responsibility for promotion between groups.

LEVEL I: MINIMUM. Group is seen as a mechanism for receiving credit.

- 1) The coordinator takes responsibility for organizing the group and the group is sufficiently interested to attend meetings and receive an initial loan.

- 2) The group pays the loan and receives new loans.

LEVEL II: INTERMEDIATE. Mutual assistance within the group.

- 1) It is perceived as an advantage to receive loans through a solidarity group.
- 2) When a group member cannot make a payment, the others will pay with the expectation the group will respond similarly if they cannot make a payment. Group payment becomes an insurance policy.
- 3) When a member is ill, other group members help with donations of food and money.
- 4) Before soliciting the next loan, group members call a meeting to analyze their businesses and discuss the use of the next loan.
- 5) The group takes special interest in members whose businesses are failing.
- 6) Group members exchange goods or purchase merchandise as a group to receive a better price.

LEVEL III: HIGH. Intensive mutual assistance.

- 1) Group members assist in the formation of new groups.
- 2) The group promotes meetings with other groups to discuss problems and make plans.
- 3) Group members take special interest in each others' problems such as alcoholism, gambling and strained family relationships.

IMPACT OF THE PROGRAM

Three dimensions of program impact were measured:

- 1) The application of what was learned through the program to their businesses, solidarity groups, families and communities.

- 2) Changes in "solidarity" or mutual assistance between group members.
- 3) Changes in perceived standard of living, and in the case of micro-producers, increases in income and employment.

The application of what was learned

Have program participants applied what they learned in the program: to a striking degree they said they had. Overall, 75% said they applied something they learned to their businesses, 52% to their families, 66% to their solidarity groups and 41% to their community.

The difference between new groups of micro-commerces and micro-producers and between men and women business owners was not striking, but, some differences are worth noting:

- 1) Among the micro-commerces, those who have been with the program longer are more likely to have applied what they learned to their groups (82% vs. 59%) and to the community (52% vs. 18%). Those who have been with the program more time seem to have internalized the solidarity aspects of the program, reinforcing the hypothesis that, over time, the participants will participate more intensively in the social aspects of the program.
- 2) Less micro-producers applied what they learned to their family (38% vs. 57%), their group (42% vs. 74%) and the community (29% vs. 40%) than micro-commerces. This may reflect the training of the micro-producers focuses more upon improving business practices than the social aspects of the program. It may also reflect the higher social strata of the micro-producers.

- 3) Of those who had been with the program less time, women were more likely to have applied what they had learned in the program to their businesses, families and their communities than men. The difference between men and women in the "older" groups was slight.

How had they applied what they had learned; the answers illuminate the process of change outlined earlier:

Applications to the businesses (75% of the participants):

Asked how they applied what they learned to their businesses, participants mentioned improved bookkeeping (41% of the responses), better management of money (27%), more cooperation between each other (16%) and improved business practices (15%).

Of the the improved business practices mentioned, improved bookkeeping was the most significant. They reported that:

- o "Now, I am keeping books."
- o "I am more careful about accounting."

Those that related they were managing their money better responded that:

- o "I buy and sell less expensively and I am earning more."
- o "I am investing my money better."
- o " Now I am careful about my accounts."

Program participants indicated that the bonds of cooperation and mutual assistance had strengthened:

- o "Now we buy as a group."
- o "Together we solve problems relating to the terms of the loan."
- o "We exchange merchandise between each other."

In relation to improving in their business practices, micro-entrepreneurs had the following to say:

- o "I treat my clients better."
- o "My business place is cleaner and better organized."
- o "The relations we have between each other have improved."
- o "Now I understand commercial documents."

Applications to the solidarity group (66% of the participants)

Responding to how they applied what they learned to their solidarity groups, increasing communication, solidarity and mutual assistance made up 80% of the responses:

- o "We communicate better."
- o "We are more sociable."
- o "We are noting and commenting on the changes in each of us."
- o "Each one is dependent upon the other."
- o "We understand each others' needs better."
- o "We help each other more."

The balance of the responses dealt with improved economic collaboration:

- o "We cooperate in order to get credit."
- o "We exchange products."
- o "Between all of us, we are stronger economically."

Applications to the family (52% of the participants)

Many said they applied what they learned to their families; improved communications among family members represented 71% of the responses:

- o "I communicate better with my children."
- o "We talk about our problems."
- o "My children are learning to manage the business better."
- o "I explain what I have learned to my family so that they put it into practice, too."
- o "I am friendlier with everyone."

- o "I feel I can guide my family better."

Some individuals commented on improvements in the management of family income (29% of the responses):

- o "I don't buy unnecessary items."
- o "The economic stability of my family has improved."

Applications to the community (41% of the participants)

In applying what they had learned to the community, participants' responses could be divided in five categories:

Better relations with the community:

- o "My relations with others are better."
- o "I'm more sociable, more popular."
- o "I feel more solidarity with my neighbors."

Teaching neighbors what they have learned:

- o "I am explaining what I've learned to my neighbors."

More participation in community activities:

- o "I am helping my neighbors more."
- o "I make donations when there are calamities."
- o "More mutual assistance."

Taking a leadership role:

- o "I have taken the initiative in forming a group concerned with infant health."
- o "I am neighborhood leader now."
- o "I am advising my neighbors."

Dealing better with their customers:

- o "I have learned to treat my clients better."

Increases in solidarity

To what degree do participants promote the program. Significantly, 93% had explained the program to others with little variation between men and women participants and micro-producers and market stall holders. Moreover, 39% had formed new groups. There was, however, considerable variation between sub-groups in level of new group formation. Of those who have been with the program more than five months, 58% have helped form new groups, compared to 11% of those who have been with the program less than five months, another indication that solidarity increases over time with the program.

Another indicator is the willingness to pay the quota of a member who could not pay: 88% of those who had encountered this situation paid the quota of a delinquent member.

Measurement of the areas in which members exchange information supports the hypothesis of increasing levels of solidarity. Sixty-six percent exchange information about sources of financing their businesses and 76% share information on where to purchase merchandise at cheaper rates. There are, once again, important differences between the "old" and the "new" groups. Of those who had been with the program more than five months, 80% exchange information about sources of financing and 92% share information about where to purchase less expensive merchandise; this compared with 33% and 37% for "new" groups. Many said that participation in the Women's World Banking Program had helped many to overcome their "selfishness" - now they share information they jealously guarded before.

Did the concept of solidarity extended beyond the sharing of information. Participants were asked if they lent money and merchandise before and then after they joined the program to obtain a measure of "net program impact".

The results were revealing: the number of micro-entrepreneurs lending to each other after joining the program increased 24%. Similarly, there was a 10% increase in the lending of merchandise between group members, supporting the contention that group

members had more confidence in each other since joining the program.

The last question in the survey measured changes in community participation. Currently, 35% are members of community groups. Of those, 25% were members of groups before joining the program, so there was a 10% "net increase". This indicates a small, but important, secondary effect of the program.

CHANGES IN STANDARD OF LIVING AND INCOME

Most of the beneficiaries believe their standard of living improved since they received the loan. Thirty five percent believe that their family standard of living is "much better" now, then when they entered the program; 43% believe that it is a "little better", 22% believe that it is "the same" as when they started; significantly, none feel that their standard of living has worsened.

Comparisons between groups are revealing; 22% of the micro-commerces feel their standard of living is "much better" now, compared to 71% of the owners of micro-industries. The marked difference between the progress of the two groups should be studied more. It could have important implications for the future focus of the program. Is it more important to increase income or attend to the neediest part of the sector?

Why had their standard of living changed: 70% felt that their standard of living improved because they were earning more in their businesses, 51% felt they spent what they earned more wisely and 31% felt that their standard of living improved because someone else in their family was earning more or they were engaged in another economic activity. Their comments were revealing: "I am no longer using the moneylender.", "I am able to pay for my children's education.", "I've diversified my product line.", "I have created new jobs.", "My family is more united.",

"I work for myself now, not for a moneylender or wholesaler.", "We eat better now."

Not all the comments were positive, however: "Life is too expensive.", "My sales have dropped.", "I am not earning enough to pay for the loan."

Data provided by the Women's World Banking staff on changes in income and employment underscore the positive impact mentioned earlier. A random group of 35 micro-manufacturers were studied over a nine month period. Sales, expenses and gross profits (sales less expenses) were compared. Over this period, sales increased 50%, expenditures on raw materials, salaries increased 61% and profits increased 38%. In addition, the average number of full-time workers per business increased from 0.7 to 1.2 and the number of part-time employees increased from 0.5 to 0.7.

When the 35 micro-producers entered the program, they had 17 full-time employees and 23 part-time employees. By the time of the study nine months later, there were an additional 18 full-time and 7 part-time workers.

Sample: Ten solidarity groups with 35 members. From the time they entered the program, these groups received 46 one month loans for a total of \$13,377.

SAMPLE				
(Figures are per month)				
	INITIAL	ACTUAL	INCREASE	%
SALES	\$11,305	\$16,954	\$5,649	50%
EXPENSES	<u>\$ 5,893</u>	<u>\$ 9,497</u>	<u>\$3,604</u>	<u>61%</u>
CHANGE	\$ 5,412	\$ 7,457	\$2,045	38%

PER BUSINESS				
SALES	\$323	\$484	\$161	50%
EXPENSES	<u>\$168</u>	<u>\$271</u>	<u>\$103</u>	<u>61%</u>
CHANGE	\$155	\$213	\$ 58	38%

PARTICIPANT EVALUATION OF THE PROGRAM

How did the participants evaluate the program? The following questions were asked:

- o How much of the training have you been able to understand?
- o Do you prefer credit provided through a solidarity group or individual credit?
- o What do you like most about the program?
- o What do you like least about the program?
- o What are your hopes for the program in the future?

How much of the training have you been able to understand?

When asked how much of the training that they received they understood:

- 65% said they understood "everything", 30% understood "the majority", 4% understood "little" and only 1% said they understood "nothing". (Those who replied "nothing" did not attend the training sessions.) Eighty-five of the micro-commerces with four months or less with the program said they understood everything. This percentage dropped to 60% for the micro-commerces who had been with the program more time and 50% for the owners of micro-industries. This may reflect that the difficulty of the training increases over time. Overall, 86% felt the training was necessary.

They made these observations:

Positive:

- 1) That the material was presented in a way that could be understood. "Explanations are clear and ample.", "If I have doubts, I can ask questions.", "The instructor is very good.", " Everything is easy to understand."

- 2) That they have been able to apply what they had learned.
 "I have put what I learned to use in my business and in my group.", "All the topics have taught me something.", "This has helped us in the solution of problems in the group.", "I can easily discuss what I have learned in the sessions.", "I remember the theme that working together gives us power - this teaches us unity, collaboration and solidarity."

Negative:

- 1) That the information presented was not useful. "The classes have been clear, but the material presented has not been useful.", "Some of the questions are very difficult.", "I don't pay attention to the instructor because I'm too tired.", "I didn't understand the discussion about the records a business should keep.", "I didn't understand the example of what to do when a member of the group doesn't make payment."

Do you prefer solidarity group or individual credit?

Slightly more than half said they preferred the solidarity group credit over individual loans (52% vs. 45%, 3% without preference) showing the general acceptance of the solidarity group concept. Surprisingly, 71% of the micro-producers preferred solidarity group credit compared to 50% of the micro-commerces who had been with the program five months or more and only 37% of the micro-commerces who had been with the program less time. An important factor may be that the micro-producers had less group members who did not pay a quota (29%) compared to the micro-commerces (88% of those with five months or more with the program and 59% of those with less than five months). Payment problems are the principle cause of dissatisfaction and divisiveness within groups.

Group credit is preferred for two reasons: "solidarity" (65% of the responses) and the ease of loan repayment (35%).

More solidarity:

- o "Members of the group help one another."
- o "There is more trust between us."
- o "We have become good friends."

Ease of payment:

- o "When we cooperate on the payments, it's better for all of us."

Those who preferred individual credit, said that they do not want to be liable for someone who would not or could not make their loan quotas:

- o "Everyone should be responsible for paying their own loans."
- o "It is better to not be indebted to someone else."
- o "Each person knows best what they owe and what they can pay."
- o "Everyone should take care of themselves with the their own resources."

What do you like most about the program?

Asked what they most liked about the programs, not surprisingly, the loan ranked first (45%) followed by the monthly training program (23%). Also ranked high were the trusting, close relationship they had, the program field staff (10%), the forced savings component (10%) and other program activities - housing, health, the emergency fund - 8%. The rest talked about what they had achieved themselves, "the solidarity between groups", "the opportunity to advance", "the progress of their business" and "their hope for the future".

What do you like least about the program?

Asked what they liked least about the program, the loan terms, amounts and conditions were mentioned most frequently (53% of the responses) and various aspects of the training (36%). Six percent mentioned problems within their solidarity groups (6%) and the rest (5%) mentioned a variety of other topics, such as the insurance policy offered the members and the health program. Since most of the responses clustered around the loan terms and the training, these will be explained in more detail.

The loan terms and conditions

Of those who commented on the way credit was extended, 6 in 10 wanted the loan terms extended from one month to at least two months. Less frequently mentioned - but still significant problems - were the amount of the loan, the delay in getting the loans renewed ("we lose time renewing our loans") and the small amount of the loan, ("the loan is small and products are very expensive").

Significantly, the interest rate (a flat 36% per annum) was rarely mentioned as a problem, underscoring that it is the quick access to credit and not the interest rate which is important.

The training program

Here, the major criticisms were that the program headquarters were too distant from the markets, that there was too much or too little training and that the classes were held at inconvenient hours. The content of the classes was also criticized, "Business topics should be discussed more.", "The meetings should be shorter.", "There is too much repetition".

What are your hopes for the program in the future?

Asked about their hopes for the program, a little over half (51%) mentioned extension of the credit line, with special interest expressed in extending loan terms to two months. Loans for housing were another major request (25%), while others mentioned the establishment of warehouses where micro-commerce owners could purchase their wares at lower prices (6%).

Several participants expresses a need for "new topics" in the training program or a desire for courses on "manual arts", "flower arranging", and "cooking". One person asked for "meetings between groups to get to know each other better and to exchange ideas".

The rest spoke about what they would like to do themselves, namely "improving and enlarging the business" and "improving their standard of living".

Significantly, no one was looking for a handout. Their hopes for the program were to receive loans to improve their businesses and homes and to receive business related training. They wanted the program to help them realize their own plans.

CONCLUSIONS AND RECOMMENDATIONS

The Women's World Banking Program in Cali has made a difference.

- 1) The standard of living of participants has improved. 78% feel their standard of living has improved and 71% feel that their standard of living has improved because their businesses have prospered.

- 2) Solidarity. There is more mutual assistance, communication and friendship between participants.
- o 93% of the business owners in the program have explained the program to others; 39% have directly participated in the formation of new groups.
 - o 66% have been members of groups that have had a member who could not (or would not) make a quota. 88% percent of the groups made up the payment to fulfill their obligation to the Women's World Bank.
 - o 66% say they exchange information about where they can get financing for the businesses; 76% exchange information about where they can find merchandise or raw materials more cheaply.
 - o 68% of the group members loan money to each other, up from 44% who loaned to each other before they joined the program; 32% of the group members exchange merchandise (all micro-commerces), up from 22% who exchanged merchandise between each other before the program.
 - o 35% of program beneficiaries are or have been members of community organizations. The number of group members participating in community organizations has increased 10% since joining the program.
- 3) Improved business practices. 44% are using some sort of bookkeeping system. Before, only 16% kept records. Fully two-thirds of the micro-producers group are using some form of bookkeeping now; (up from 13% before they joined the program).

4) The participants evaluation of the program is generally positive.

- o 86% feel the training is necessary and that they have been able to apply what they have learned to their businesses (75%), their solidarity group (66%), their family (52%) and to the community (44%).
- o 65% say they understood all of what they have been taught; only 5% say they have understood little or nothing.
- o A little over half prefer credit through the solidarity group to credit to individual credit.

In general terms, the program is functioning well - the Women's World Bank should be congratulated for a well run program that has led to significant social and economic impact.

The major clear recommendation from the perspective of the programs' participants is to extend the terms of the loans from one to, at least, two months and to increase the amount loaned. Various suggestions were made for improving the training component of the program, but no clear pattern of criticism was discerned. The WWB staff should question participants periodically to make sure the training provided reflects the needs of the clients.

**ANNEX I:
TABLES**

Table I

GENERAL DATA

	MICRO-RETAILERS 4 months or less			MICRO-RETAILERS 5 months or more			MICRO-MANUFACTURERS			TOTAL		
	M	F	TOTAL	M	F	TOTAL	M	F	TOTAL	M	F	TOTAL
Average age	33	38	36	47	45	46	35	37	37	40	41	41
Time with the program (months)	3.5	4.5	4	11	13	13	3	5	5	8	9	9

Table II

GENDER

	MALE	%	FEMALE	%
MICRO-RETAILERS 4 months or less	11	41%	16	59%
MICRO-RETAILERS 5 months or more	16	32%	34	68%
MICRO-MANUFACTURERS	2	8%	22	92%
TOTAL	29	29%	72	71%

Table III

TYPE OF BUSINESS AND YEARS OF EXPERIENCE

	MICRO-RETAILERS 4 months or less			MICRO-RETAILERS 5 months or more			MICRO-MANUFACTURERS			TOTAL		
	M	F	TOTAL	M	F	TOTAL	M	F	TOTAL	M	F	TOTAL
MICRO-RETAILERS	11	16	27	16	36	52				27	52	79
Food	7	4	11	15	25	40	-	-	-	22	29	51
Fruits	1	2	3	2	13	15	-	-	-	3	15	18
Vegetables	4	0	4	9	5	14	-	-	-	13	5	18
Meat	1	0	1	1	3	4	-	-	-	2	3	5
Sodas	1	1	2	0	0	0	-	-	-	1	1	2
Street food	0	0	0	2	1	3	-	-	-	2	1	3
Birds	0	0	0	0	2	2	-	-	-	0	2	2
Other	0	1	1	1	1	2	-	-	-	1	2	3
Miscellaneous	4	12	16	1	9	10	-	-	-	5	21	26
Variety store	0	5	5	0	1	1	-	-	-	0	6	6
Plants, Flowers	0	0	0	0	4	4	-	-	-	0	4	4
Merchandise	2	1	3	0	1	1	-	-	-	2	2	4
Other	2	6	8	1	3	4	-	-	-	3	9	12
MICRO-MANUFACTURERS							2	22	24	2	22	24
Clothing	-	-	-	-	-	-	1	15	16	1	15	16
Dolls	-	-	-	-	-	-	0	4	4	0	4	4
Tailor Shop	-	-	-	-	-	-	0	2	2	0	2	2
Other	-	-	-	-	-	-	1	1	2	1	1	2
YEARS OF EXPERIENCE	11	7	9	20	15	17	4	9	9	15	11	13

Table IV

HOW THE LOAN IS USED

	MICRO-RETAILERS 4 months or less			MICRO-RETAILERS 5 months or more			MICRO-MANUFACTURERS			TOTAL		
	M	%	TOTAL	M	%	TOTAL	M	%	TOTAL	M	%	TOTAL
In the Business	11	100	27	16	100	50	2	100	24	29	100	101
For a Family Calamity	2	13	4	4	25	14	0	0	0	6	21	18
Home appliances	0	0	0	0	0	0	0	0	0	0	0	0
Housing	0	0	0	0	0	1	0	0	0	0	0	1

Table V
IF INCOME AND EXPENSES ARE RECORDED
AND WITH WHAT FREQUENCY

	MICRO-RETAILERS 4 months or less			MICRO-RETAILERS 5 months or more			MICRO-MANUFACTURERS			TOTAL						
	M	%	F %	TOTAL	M	%	F %	TOTAL	M	%	F %	TOTAL	M	%	F %	TOTAL
Entries are recorded	2	18	12 75	14 52	5	31	9 26	14 28	1	50	15 68	16 67	8	28	36 50	44 44
Every day	1	11	7 44	8 30	1	6	6 18	7 14	1	50	4 8	5 21	3	10	17 24	20 20
Weekly	1	11	3 19	4 15	3	19	3 9	6 12	0	0	10 45	10 42	4	14	16 22	20 20
Now and again	0	0	0 0	0 0	1	6	0 0	1 2	0	0	1 5	1 4	1	3	1 1	2 2

Table VI
WHEN DID YOU BEGIN TO RECORD
INCOME AND EXPENSES

	MICRO-RETAILERS 4 months or less			MICRO-RETAILERS 5 months or more			MICRO-MANUFACTURERS			TOTAL						
	M	%	F %	TOTAL	M	%	F %	TOTAL	M	%	F %	TOTAL	M	%	F %	TOTAL
Before program	0	0	0 0	0 0	1	16	0 0	1 7	0	0	1 6	1 6	1	11	1 3	2 4
Before and now	0	0	4 29	4 29	4	67	5 55	9 60	0	0	3 19	3 18	4	44	12 32	16 35
Now and not before	2	100	8 57	10 71	1	16	4 44	5 36	1	100	12 70	13 76	4	44	24 65	28 61

Table VII

PARTICIPATION IN THE PROMOTION OF THE PROGRAM

	MICRO-RETAILERS 4 months or more			MICRO-RETAILERS 5 months or more			MICRO-MANUFACTURERS			TOTAL		
	M	%	TOTAL	M	%	TOTAL	M	%	TOTAL	M	%	TOTAL
Has explained the program to others	10	91	22 81	15	94	49 98	2	100	23 96	27	93	94 93
Has helped to form new groups	1	9	3 11	8	50	29 58	1	50	7 32	10	34	39 39

Table VIII

RESPONSE OF THE GROUP WHEN A MEMBER
COULD NOT MAKE PAYMENT

	MICRO-RETAILERS 4 months or more			MICRO-RETAILERS 5 months or more			MICRO-MANUFACTURERS			TOTAL		
	M	%	TOTAL	M	%	TOTAL	M	%	TOTAL	M	%	TOTAL
Has this situation presented itself	8	73	16 59	14	88	44 88	0	0	7 29	22	76	67 66
The group responded	7	88	14 88	11	79	39 89	0	0	6 86	18	82	59 88
The group did not respond	1	12	2 12	3	21	5 11	0	0	1 14	4	18	8 12

Table IX

LENDING OF MONEY OR MERCHANDISE
BETWEEN MEMBERS OF THE GROUP

	MICRO-RETAILERS 4 months or more			MICRO-RETAILERS 5 months or more			MICRO-MANUFACTURERS			TOTAL		
	M	%	TOTAL	M	%	TOTAL	M	%	TOTAL	M	%	TOTAL
Group members lend money	8	73	17 63	13	81	41 82	1	50	10 42	22	76	68 67
Before only	1	9	2 7	0	0	0 0	0	0	1 4	1	3	3 3
Before and after	4	36	7 26	9	56	28 56	0	0	4 17	13	13	39 39
After	2	18	7 26	4	25	12 24	1	50	5 21	7	24	24 24
Group members lend merchandise	1	10	2 7	12	75	27 54	0	0	0 0	13	45	32 32
Before only	0	0	0 0	0	0	0 0	0	0	0 0	0	0	1 1
Before and after	1	9	2 7	8	50	20 40	0	0	0 0	9	31	22 22
After	0	0	0 0	4	25	7 14	0	0	3 13	4	14	10 10

Table X

DOES THERE EXIST SOME EXCHANGE OF
INFORMATION BETWEEN GROUP MEMBERS

	MICRO-RETAILERS 4 months or more					MICRO-RETAILERS 5 months or more					MICRO-MANUFACTURERS					TOTAL				
	M	%	F	%	TOTAL	M	%	F	%	TOTAL	M	%	F	%	TOTAL	M	%	F	%	TOTAL
About sources of financing	5	45	4	25	9 33	16	100	24	71	40 80	0	0	17	77	12 71	21	71	45	63	66 65
About places to make purchases	6	55	4	25	10 37	16	100	30	88	46 92	1	50	19	86	20 83	23	79	53	74	76 75

Other exchange of information included: Places to sell - 10
 Sale of products - 1
 Wholesalers - 2
 Investment of income - 1
 Advice about sewing - 1
 Sale of dolls - 1
 Favorable prices - 1
 Communication of necessities - 1

Table XI

PREFERENCE OF CREDIT THROUGH THE
SOLIDARITY GROUP OR AS AN INDIVIDUAL

	MICRO-RETAILERS 4 months or more			MICRO-RETAILERS 5 months or more			MICRO-MANUFACTURERS			TOTAL		
	M	%	TOTAL	M	%	TOTAL	M	%	TOTAL	M	%	TOTAL
Individual credit preferred	3	27	10 37	8	50	22 44	1	50	7 29	12	41	39 39
Solidarity group preferred	7	64	16 59	8	50	25 50	1	100	17 71	16	55	58 57
Without preference	1	9	1 4	0	0	2 4	0	0	0 0	1	4	3 3

Table XII

MEMBERSHIP IN COMMUNITY GROUPS

	MICRO-RETAILERS 4 months or more			MICRO-RETAILERS 5 months or more			MICRO-MANUFACTURERS			TOTAL		
	M	%	TOTAL	M	%	TOTAL	M	%	TOTAL	M	%	TOTAL
Member of a group now or before	5	45	13 48	3	19	11 22	1	50	11 46	9	31	35 35
Before	2	18	6 22	1	6	5 10	0	0	1 4	3	10	12 12
Before and after	2	18	4 15	2	13	4 8	1	50	5 21	5	17	13 13
after only	1	9	3 11	0	0	2 4	0	0	5 23	1	3	10 10

Table XIII
RESPONSES TO QUESTIONS ABOUT
TRAINING

	MICRO-RETAILERS 4 months or more			MICRO-RETAILERS 5 months or more			MICRO-MANUFACTURERS			TOTAL		
	M	%	TOTAL	M	%	TOTAL	M	%	TOTAL	M	%	TOTAL
It is necessary	8	73	22 81	13	81	43 86	2	100	22 92	23	79	87 86
Applied something to the business	6	55	19 70	12	75	39 78	1	50	18 75	19	66	76 75
Applied something to the family	6	55	15 56	7	44	29 58	1	50	9 38	14	48	53 52
Applied something to the group	8	73	16 59	14	88	41 82	1	50	10 42	23	79	67 66
Applied something to the community	4	36	5 18	7	44	26 52	0	0	7 29	11	38	44 44

Table XIV
IMPORTANCE OF THE TRAINING

	MICRO-RETAILERS 4 months or more			MICRO-RETAILERS 5 months or more			MICRO-MANUFACTURERS			TOTAL		
	M	%	TOTAL	M	%	TOTAL	M	%	TOTAL	M	%	TOTAL
Very important	6	55	13 48	5	31	23 46	1	50	10 42	12	47	46 46
Important	3	27	10 37	8	50	23 46	1	50	13 54	12	47	45 45
Slightly important	1	9	3 11	1	6	3 6	0	0	1 4	2	7	7 7
Not important	1	9	1 4	2	13	2 4	0	0	0 0	3	10	3 0

Table XV

COMPREHENSION OF THE TRAINING

	MICRO-RETAILERS 4 months or more			MICRO-RETAILERS 5 months or more			MICRO-MANUFACTURERS			TOTAL		
	M	%	TOTAL	M	%	TOTAL	M	%	TOTAL	M	%	TOTAL
Understood everything	10	91	23 85	11	69	30 60	1	50	12 50	22	76	65 65
Understood most things	1	9	1 4	3	19	16 32	1	50	11 46	5	17	30 30
Understood little	0	0	0 0	1	6	3 6	0	0	1 4	1	3	4 4
Understood nothing	0	0	0 0	1	6	1 2	0	0	0 0	1	3	1 1

Table XVI

IMPROVEMENT IN THE STANDARD OF LIVING

	MICRO-RETAILERS 4 meses o menos			MICRO-RETAILERS 5 months or more			MICRO-MANUFACTURERS			TOTAL		
	M	%	TOTAL	M	%	TOTAL	M	%	TOTAL	M	%	TOTAL
Much improved	2	18	7 28	4	25	10 20	1	50	17 71	7	24	34 35
A little better	6	55	11 44	8	50	28 56	0	0	3 13	14	48	42 43
The same	3	27	6 24	4	25	12 24	1	50	4 17	8	28	22 22
Worse	0	0	0 0	0	0	0 0	0	0	0 0	0	0	0 0

35'

**ANNEX II:
THE QUESTIONNAIRE**

WOMEN'S WORLD BANKING
WOMEN'S WORLD BANK

I. GENERAL INFORMATION:

- a. Name _____ age _____
Sex _____
- b. Name of Solidarity Group _____
- c. Length of time with the program _____
- d. Type of business _____
- e. Years of experience _____

II. BUSINESS:

Source of Financing:

	Before	Now	%	Terms
Moneylender				
Wholesaler				
Others				
Which				

HOW THE LOAN IS USED	Yes	No
In the business		
For a family calamity		
For the purchase of appliances		
To improve the home		

What is your business worth \$ _____

	Before	Now
% Personal investment		
% Financing from the WWB		
% Financing through moneylenders		
% Others		

Since receiving loans from the Women's World Bank:

Have you improved your workplace? Yes _____ No _____

Was this accomplished with your earnings _____
with the loan _____

How has your workplace improved? _____

Are you recording income and expenses? Yes _____ No _____

How often: Every day _____

Weekly _____

Now and again _____

Did you keep records before taking a loan with the WWB?

Yes _____ No _____

III. PROMOTION:

Have you explained the project to other people? Yes _____ No _____

Have you helped form new groups? Yes _____ No _____

Has the case of a member unable to make payment presented itself?

Yes _____ No _____

Did the rest of the group cover the payment? Yes _____ No _____

How did the group resolve the situation? _____

Do you lend money to each other? Yes _____ No _____

Before _____ Now _____

Do you exchange merchandise? Yes _____ No _____

Before _____ Now _____

Do you exchange information about:

Sources of financing _____

Places to purchase merchandise _____

Other: _____

Do you prefer individual credit _____ or solidarity group credit _____

Why? (Explain): _____

Are you (or have you been) a member of a community group?

Yes _____ No _____

Which:

	Before	Now
Cooperative		
Community Council		
Civic Committee		
Others		

IV. TRAINING:

Do you feel that the training is necessary before receiving a loan? Yes _____ No _____

Why? (Explain) _____

Have you applied what you learned in the training:

To your business. Yes _____ No _____

Explain: _____

To your family or personal life. Yes _____ No _____

Explain: _____

To your group. Yes _____ No _____

Explain: _____

To your community. Yes _____ No _____

Explain: _____

How important has the training been for you?

Very Important _____

Important _____

Not very important _____

Not important _____

Why?: _____

Have you understood the material presented in the training?

Understood everything _____

Understood most _____

Understood little _____

Understood nothing _____

Why? (Explain): _____

How could the training be improved? _____

Since entering the program your standard of living is:

Much better _____ A little better _____

The same _____

A little worse _____ Much worse _____

Why?

Because your business has improved _____

Because you spend your earnings better _____

Because someone else is now earning more _____

Other reasons: _____

V. OPINIONS OF THE PROGRAM:

What do you like most about the program? _____

What do you like least about the program? _____

What do you hope for from the program in the future? _____