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1984 ANNUAL REPORT



THE CENTRE FOR
DEVELOPMENT
AND POPULATION
ACTIVITIES

NAME: S-364

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CEDPA

The Centre for Development and Population Activities (CEDPA) is a private, non-profit organization incorporated in the District of Columbia in 1975. CEDPA designs and conducts innovative management training and follow-up programs which aim to improve the managerial and technical capabilities of family planning, health and development professionals from Third World countries. Since its founding, CEDPA has trained over 1,800 individuals from 84 countries of Africa, Asia, the Caribbean, Latin America and the Middle East. A unique workshop series was developed specifically for Third World women managers.

What began as a management training effort by CEDPA has evolved into a comprehensive development strategy, which has three interrelated components: training, both in the United States and in developing countries; technical assistance, which includes the building of in-country institutions and the funding of community-based projects; and documentation and evaluation of program impact.

Message from the Chair and the President

In 1984 CEDPA's twin goals of upgrading the management skills of Third World women and improving the implementation of community-based programs in family planning, health, nutrition and income generation took on added significance. The International Population Conference in Mexico City in August 1984 and our expected participation in the U.N. Women's End-of-Decade Conference scheduled for July 1985 in Nairobi placed CEDPA's work in strategic juxtaposition to population *and* the status of women. CEDPA's response to this opportunity in 1984 was a bold initiative to host a meeting of 23 international women leaders to discuss women's reproductive health care issues from a multi-disciplinary perspective. The resulting Bellagio Conference was a dynamic inter-change which galvanized the concerns and drew forth a consensus that women's reproductive needs are a basic human right—a right which both development sectors, *population and women in development*, must address equally.

CEDPA

The grassroots development strategy on which CEDPA's programs are based gained momentum in 1984. We expanded our training outreach by successfully developing and implementing a workshop for women managers in Arabic. We launched a new program on Family Life Education in Nigeria with the active support of our alumni. We provided technical assistance in institution-building to all the coordinators of our Follow-Up Units. On the training front we developed and tested new computer-based training modules for introduction into our workshop curricula. In the area of technical assistance, we designed and tested a manual on nutrition interventions, and prepared project development and evaluation guidelines for our seed-money projects.

CEDPA's focus is PEOPLE—those we train, those our alumni reach, and those who support our development efforts. CEDPA not only trains leaders, but it is fortunate to be able to tap their innate potential. Many of our alumni now hold key positions in their countries in both the public and private sectors. They provide input to our programs and to the projects of other alumni—the up and coming leaders. This vast and growing *Network* provides us with high quality input and resources for which we are continually grateful. An important group of people joined the CEDPA Network this past year—the participants in our Bellagio Conference of International Women Leaders. Our vision for the coming year is that they will form the core of a new CEDPA International Advisory Committee.

At the end of 1984 CEDPA concludes its first ten years of operation. These have been years of growth, change, stabilization and advancement. We have been innovators, risk-takers and initiators, but most of all we have been believers. Our creed maintains that development must come from individuals themselves—trained men and women in the Third World. So, as we launch our second decade, we move with confidence, in partnership with our Network towards accomplishing our program goals in population and development. We take this opportunity to express our gratitude to our sponsors who have invested their confidence and their resources in our work and to the Board of Directors for their vision and wise stew-



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ardship of the organization. And most of all, we thank the staff for their dedication and enthusiasm in building an organizational climate which amiably and effectively encompasses our Network around the world.

Maxine G. Garrett

Maxine G. Garrett
Chair

Kaval Gulhati

Kaval Gulhati
President

TRAINING

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."

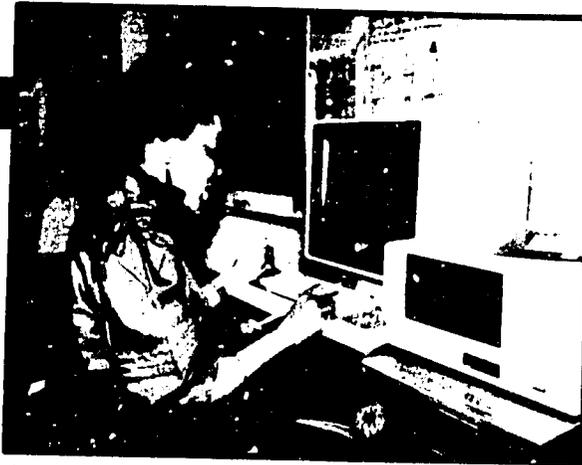
Supervision and Evaluation as Management Tools (S&E 5) August 13 to September 14

CEDPA's fifth Supervision and Evaluation workshop brought together 43 men and women from 28 developing countries. These participants occupy mid- to senior-level positions as administrators of health and family planning programs in government ministries and private sector agencies. The workshop series, initiated in 1980, addresses the need for improved technical skills to supervise and evaluate expanded primary health care services in the Third World. As the demand for these services increases, program managers face the growing responsibility of training additional cadres of field workers and supervising programs covering a broader geographic area. CEDPA's workshops thus emphasize skills development in supervising personnel, and administering and evaluating service delivery systems.

Included in the program curriculum are sessions on program planning, team building and motivating staff. Participants explore the relationship between supervisory roles and an organization's structure, as well as planning techniques which best utilize local resources. The workshop also stresses the importance of evaluation to overall program management.

The S&E 5 participants studied the functions of evaluation within an organization, and developed strategies to incorporate evaluation components into their individual work situations. The use of service statistics in program monitoring was also introduced, and participants reviewed case studies of evaluation tools used by institutions which administer development programs in the Third World. As a practicum the participants developed evaluation plans and supervision strategies for use in their programs.

In addition, CEDPA introduced the S&E 5 participants to the concept of computer-assisted learning through two courses on Cost-Effectiveness Analysis



Computer-assisted learning at CEDPA workshop

**“Through this rare opportunity
accorded to me, I am now able
to look at the difficulties in my
work as a challenge and not
as a problem.”**

which CEDPA staff, with technical assistance from Control Data Corporation, developed for the computer. The courses enabled the participants to review materials presented during the regular workshop sessions.

**Women in Management (WIM) Workshops:
Planning and Management of Service Delivery
Programs in Family Planning, Health and
Development**

During 1984, CEDPA held the thirteenth and fourteenth workshops in this series for women managers from developing countries. 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 desires to strengthen the skills needed both to advance in her profession, and to initiate and expand community-based projects which benefit other women. These Washington-based workshops are conducted in English, French, Spanish, and for the first time this year, in Arabic.

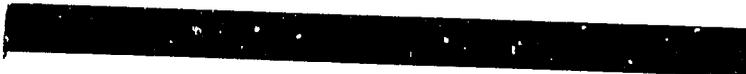
TRAINING

The WIM workshops explore four major areas: Population, Health and Development Linkages as They Relate to Women; Human and Community Organization Skills; Management Development Issues for Women Professionals; 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 CEDPA training methodology encourages individual participation through discussion sessions, case studies and simulations.

WIM 13 (English) May 7 to June 8

CEDPA's thirteenth WIM workshop was conducted in English for 42 women managers from 23 countries, including, for the first time, women from Seychelles, Guyana, Fiji and Tonga. Participants represented fields as diverse as health, family planning, agriculture, banking, law and education. Yet they shared the common objectives of improving their skills and abilities as managers in order to help other women gain access to health, family planning and nutrition services.

The workshop introduced participants to a multidisciplinary approach to program planning and management through the contribution of 39 resource specialists and CEDPA staff. Throughout the training program, the resource team stressed the practical application of management techniques, systems and norms. The content included development of technical, human and organizational skills with a focus on delivery systems for health, family planning and development programs. During three residential sessions held outside of Washington, D.C., the women assessed and cultivated their leadership and communication skills through small group sessions and role play exercises. The participatory nature of the training sessions allowed the women to benefit greatly from the group's diverse backgrounds and professional experiences. They also met with representatives of international organizations which provide resources and funding for development projects. Under a grant from Control Data Corporation, CEDPA was able to introduce participants for the first time to the concept of computer-based learning.



WIM 14 (Arabic) September 24 to October 26

In response to a growing demand for management training for women in the Arab world, CEDPA conducted its first WIM workshop in Arabic this past year. Thirty-eight women from 10 countries in the Middle East and North Africa attended the training program. Their diverse professional backgrounds included social workers, civil engineers, physicians, nurses and midwives, and instructors and directors of family planning and health services. To conduct this special workshop, CEDPA gathered top Arabic-speaking resource persons with expertise in training, management, health, population and development. Salha Awad, Director of the Institute for Training and Research in Family Planning in Alexandria, Egypt, and a CEDPA alumna, came to Washington to help coordinate the workshop.

The Arabic WIM represents CEDPA's ongoing effort to extend its outreach by providing Arabic-speaking women managers the opportunity to improve their program development skills. This workshop explored management issues which particularly confront women in Arabic cultures. The participatory training methodology and interaction among the workshop participants gave the women the opportunity to share experiences and different approaches to solve common problems.

As a result of the overwhelming response to the first Arabic WIM, CEDPA scheduled a second workshop in Arabic for 1985. Staff also planned to conduct in-country training programs in the region.

In-Country Training: Senegal—Women in Management Workshop July 30 to August 3

CEDPA funded the second phase of a Women in Management workshop conducted by CEDPA-Senegal. Twelve women involved in the CHODAK integrated community development project in Grand Yoff attended. All trainees work for Environment and Development Action for the Third World (ENDA) which funded the first workshop in 1983. The content of the training program focused on family planning and project development. The women developed a joint project proposal for improving maternal and child health, including a family planning component.

TRAINING

The Senegal Follow-Up Unit will provide technical assistance to the women in refining the proposal, and helping them locate funding sources.

Kenya—Nutrition Management Workshop July 12–15

CEDPA's Follow-Up Unit in Kenya, the Society for Advancement of Community and Women's Studies conducted a three-day nutrition training workshop for volunteer committees from five rural villages in Coast Province. Twenty-four women from the women's groups of Ngamani, Makiwo, Kibuyuni, Mamba and Kayafungo participated in the workshop, as well as three field coordinators of the TOTOTO community development project. The workshop covered four major areas of nutrition management: the nutrition of mothers and children; preventing malnutrition; community activities to improve nutrition such as growth monitoring techniques, counselling and follow-up of families experiencing malnutrition; and organization, monitoring, and evaluation of community nutrition projects.

Nepal—Nutrition Management Workshop January 10–14

CEDPA and the Family Planning Association of Nepal (FPAN) conducted a five-day workshop as the second level of nutrition training funded under CEDPA's Nutrition Management Project. The Nepal project aims to integrate a nutrition component into FPAN's ongoing family planning activities in targeted sub-villages. The first phase of training took place in November 1983 for FPAN supervisors and clinic workers. Four of these trainees then conducted the second stage of training for 22 Family Welfare Workers and women volunteers. Participants learned about the causes and consequences of malnutrition in women and children, how to identify malnutrition, and activities which health/family planning workers can carry out to improve the nutrition status of their communities. The field workers were also instructed in low-cost nutrition interventions, including breast-feeding, oral rehydration therapy, growth monitoring and immunization. Techniques for nutrition and family planning counselling were also introduced.

1984 CEDPA WORKSHOP PARTICIPANTS			
U.S.-BASED TRAINING 123			
AFRICA 47			
Burkina Faso	1	Seychelles	1
Ethiopia	2	Sierra Leone	2
Ghana	3	Sudan	2
Kenya	9	Swaziland	1
Lesotho	2	Tanzania	2
Liberia	2	Togo	1
Madagascar	1	Zaire	1
Mali	1	Zambia	1
Nigeria	13	Zimbabwe	1
Senegal	1		
ASIA AND THE PACIFIC 30			
Bangladesh	6	Papua New Guinea	1
Fiji	1	Philippines	2
India	2	Sri Lanka	1
Indonesia	3	Thailand	1
Malaysia	1	Tokelau Islands	1
Nepal	3	Tonga	1
Pakistan	6	Western Samoa	1
LATIN AMERICA AND THE CARIBBEAN 3			
Guyana	2	Haiti	1
NEAR/MIDDLE EAST 43			
Bahrain	3	Tunisia	4
Egypt	9	United Arab Emirates	2
Jordan	6	Yemen Arab Republic	8
Lebanon	6	Yemen, People's Democratic Republic	2
Morocco	2	Saudi Arabia	1
IN-COUNTRY TRAINING 62 (including training of trainers)			
Kenya	28	Senegal	12
Nepal	22		

TECHNICAL ASSISTANCE

Follow-Up Units

During 1984 CEDPA strengthened and expanded its in-country programs under the three-year, \$350,000 matching grant from the USAID Office of Private and Voluntary Cooperation. This grant, awarded in 1983, is matched in part with private sector funds from the Population Crisis Committee, Rockefeller Foundation, General Service Foundation, and individual donors.

As a kick-off to CEDPA's in-country technical assistance programs funded under the PVO Matching Grant, representatives of the nine in-country Follow-Up Units met together for the first time in Nairobi, Kenya, in April. The four-day conference-workshop was organized to foster communication and sharing among the Units, standardize institutional procedures and formats, and plan activities for the three-year grant period. The Unit members all provide in-country training programs and follow-up services to local trainees in project development and management. During the conference the participants shared their strategies for linking training to action projects, and presented various ways in which local leadership can develop, grow and respond to community needs. Included in the discussions were ideas for CEDPA and Unit involvement in the 1985 UN Women's Decade Conference in Nairobi.

Under the three-year grant, CEDPA assisted its nine Follow-Up Units in the areas of institutional development, and the design and implementation of community-based family planning, health and development projects. The CEDPA Follow-Up Units in Bangladesh, India, Peru, Egypt, Indonesia, Kenya, Mali, Senegal and Togo are comprised of alumni of CEDPA's Washington, D.C.-based workshops. The Units provide in-country training and technical assistance to local women, thus extending the "multiplier effect" of CEDPA's comprehensive development strategy.

Following are highlights of the Units' activities during 1984:

Bangladesh: In 1984, the Unit, which operates through Concerned Women for Family Planning in Dacca, further expanded its training program for women managers of family planning programs, and provided technical assistance to alumnae in project



Combining income generating with health/nutrition activities in India

**“Even though our professions
are different, women’s problems
are the same.”**

design, resource identification and program implementation. In addition to its annual two-week in-country Women in Management workshop, the Unit conducted a one-day conference for WIM alumnae. The women shared management information, explored family planning policies which affect women, and made plans to strengthen the women’s network. The Unit also plans to publish quarterly newsletters on the activities of the Bangladeshi alumnae.

Egypt: The Egypt Follow-Up Unit, under a grant from the USAID Mission in Cairo, has built a cadre of skilled women managers and leaders who conduct continuous management training programs at the Institute for Training and Research in Family Planning in Alexandria. During the year, the Unit com-

TECHNICAL ASSISTANCE

pleted the fourth generation of training: ten-woman training teams from Egypt's governorates (regions) began to offer workshops in their communities on leadership, community organization and development of family planning projects. Through the Unit's follow-up work with alumnae of its training programs, several proposals for "seed money" subgrants were submitted to CEDPA this past year. Also in 1984, the coordinator of the Egypt Unit came to Washington to help conduct CEDPA's first Women in Management workshop in Arabic.

India: Located in Delhi, the India Unit has officially merged with PRERANA, a voluntary social action welfare organization, and is known as PRERANA-Associate CEDPA. In 1984, the Unit conducted its third in-country training program for women managers. Another workshop was organized to assist in-country alumnae develop and finalize project proposals to recommend to CEDPA for subgrants. The Unit also prepared a needs assessment and project design for an integrated community development program in the Delhi-Uttar Pradesh region. Plans were made for the development of a comprehensive monitoring and evaluation system for the Unit and its field activities, as well as the initiation of a research unit to undertake studies in the fields of health, population education, family planning, voluntary action for development and community participation.

The Unit continued to work with in-country alumnae to refine project proposals for CEDPA subgrants. A women's development project of the Institute of Social Work, which received a CEDPA subgrant in 1982, initially trained women in food processing and pickle making, while providing family planning and nutrition education and services. In 1983 a marketing division was formed and licensed to sell pickles commercially, leading to the establishment of a shop. Nutrition demonstrations and family planning referral are ongoing.

Indonesia: The Melati Foundation, headed by a CEDPA alumna, focuses on management training and research. Its objectives are to improve the role, opportunities and capabilities of women in national development, particularly in decision-making, planning

and implementation of community development programs. It also aims to promote the acceptance of women as equal partners to men in national development. The Unit developed a project to provide management training and follow-up technical assistance to women's organizations in 10 provinces. The two-week training program focuses on development of technical skills and proposal preparation.

Kenya: CEDPA's Follow-Up Unit in Kenya, the Society for Advancement of Community and Women's Studies, received a subgrant from CEDPA to provide additional training and technical assistance to women's groups, and to develop new community-based projects in health, family planning, nutrition and income generation. In 1984, CEDPA also awarded three seed money grants through the Unit: A grant to the Kugeria Women's Group supports training for teenage girls in a tailoring and bakery operation, and instruction in family planning, home management, health and nutrition. A project of the Kandito Women's Association aims to reduce high infant mortality rates in Kochia location through the development of primary health care and family planning services at the village level. And the Ngamani Women's Group initiated a self-help project to enable village women to improve their families' health and nutrition status through an integrated program of health and nutrition education, and poultry-raising. In addition, the Unit expanded its nutrition activities under a subgrant from CEDPA's Nutrition Management Project.

The Unit continued to assist projects previously funded by CEDPA. The Kibuyuni Women's Group initiated a project in 1982 to construct a health center using the proceeds from a food shop. Local health workers were trained in family planning and nutrition education through the health center. Subsequently, nutrition demonstrations and a record-keeping system to monitor the nutrition status of village children were instituted. Group members continue to generate income from the shop to support family planning activities. In Kamuthanga, the community center provides ongoing skills training in tailoring for teenage girls, as well as health and family planning education. A bakery, established during the grant period, supplies the village with fresh bread and baked

FINANCIAL STATEMENTS

Balance Sheet as at December 31, 1984 and 1983*

	Dec. 31, 1984		Dec. 31, 1983	
	Current Fund	Designated Endowment Fund	Total All Funds	Total All Funds
ASSETS				
Current Assets				
Cash	\$ 6,177	\$ 0	\$ 6,177	\$ 9,066
Short-Term Investments	171,201	123,819	295,020	240,629
Accounts Receivable	71,765	0	71,765	106,938
Billed and Unbilled Contract Revenue and Reimbursable Grant Expense	30,492	0	30,492	25,265
Prepaid Expenses and Other Current Assets	38,454	0	38,454	8,369
Total Current Assets	\$318,089	\$ 123,819	\$ 441,908	\$ 390,267
Long-Term Investments				
Fixed Assets				
Furniture and Fixtures	\$ 70,274	\$ 0	\$ 70,274	\$ 61,781
Leasehold Improvements	9,982	0	9,982	8,485
Less—Accumulated Depreciation and Amortization	36,003	0	36,003	29,184
Total Fixed Assets	\$ 44,253	\$ 0	\$ 44,253	\$ 41,082
Total Assets	\$362,342	\$ 225,000	\$ 587,342	\$ 431,349

LIABILITIES AND FUND BALANCE

Current Liabilities				
Accounts Payable and Accrued Expenses	\$ 56,150	\$ 0	\$ 56,150	\$ 33,297
Restricted Grant Advances	148,610	0	148,610	51,623
Fund Balance	\$204,760	\$ 0	\$ 204,760	\$ 84,920
	157,582	225,000	382,582	346,429
Total Liabilities and Fund Balance	\$362,342	\$ 225,000	\$ 587,342	\$ 431,349

Statement of Changes in Fund Balances for the years ended December 31, 1984 and 1983*

	Dec. 31, 1984		Dec. 31, 1983	
	Current Fund	Designated Endowment Fund	Total All Funds	Total All Funds
Fund Balance, Beginning	\$146,429	\$ 200,000	\$ 346,429	\$ 243,072
Excess of Revenue Over Expenses	36,153	0	36,153	103,357
Transfers to Board Designated Endowment Fund Dec. 31, 1984	25,000	25,000	0	0
	\$157,582	\$ 225,000	\$ 382,582	\$ 346,429

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

Statement of Support, Revenue and Expenses for the years ended December 31, 1984 and 1983*

	Dec. 31, 1984		Dec. 31, 1983	
	Current Fund	Total All Funds	Total All Funds	Total All Funds
Support and Revenue				
Grants and Contracts	\$ 991,716	\$ 850,118		
Less: Tuition Income Included	144,659	168,000		
Tuition and Fees	\$ 847,057	\$ 682,118		
Investment Income	357,659	387,500		
Miscellaneous	31,629	20,520		
	2,223	250		
Total Support and Revenue	\$ 1,238,568	\$ 1,090,388		
Expenses				
Program Projects	\$ 421,307	\$ 378,180		
Less: Tuition Expense	14,000	57,000		
	\$ 407,307	\$ 321,180		
Fellowships	\$ 286,609	\$ 224,447		
Less: Tuition Expense	130,659	111,000		
	\$ 155,950	\$ 113,447		
Seminar Workshops	181,347	180,185		
Program Expenses	\$ 744,604	\$ 614,812		
Supporting Services				
General Administration	\$ 395,417	\$ 332,285		
Fund Raising	26,220	39,934		
Public Relations	36,174	0		
Supporting Expenses	\$ 457,811	\$ 372,219		
Total Expenses	\$ 1,202,415	\$ 987,031		
Excess (Deficiency) of Revenue Over Expenses	\$ 36,153	\$ 103,357		

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.

TECHNICAL ASSISTANCE

goods. Moreover, the Family Planning Association of Kenya (FPAK) sends a mobile clinic to Kamuthanga weekly to provide family planning services at the community center's health clinic. Kamuthanga's Thursday clinic is considered the best-known and most successful family planning effort in Machakos District.

Mali: The Unit functions as an independent working group within the Ministry of Health's Training Division. Under a subgrant from CEDPA, the Unit completed a baseline survey in preparation for the Katibougou health/family planning project. Unit staff, with technical assistance from CEDPA, designed, pre-tested and revised the survey questionnaire in order to gather information on health, family planning and nutrition conditions in the project area. The results are expected to help the Project Director set realistic objectives and tailor project activities to meet the community's needs. The Katibougou project will train traditional birth attendants, health matrons and rural



Reaching village children in Nepal

development workers in family planning and nutrition education, improved birthing techniques, immunization and oral rehydration therapy. The trainees will serve Katibougou and the six surrounding villages. Building on the experience gained in conducting this survey, the Unit designed a questionnaire to document the impact of an in-country training program held for local women in 1982, and to assess the need for further training of this kind in Mali.

Peru: During 1984 the Unit was instrumental in developing and implementing two community-based projects which received subgrants from CEDPA. One project provides training in reproductive health care and family planning to rural women in and around Cajamarca. Conducted by a local women's organization, this innovative project targets specific sectors of the women's community, namely domestic servants, street vendors, and rural women, for services. The Ventanilla project aims to provide access to inte-



TECHNICAL ASSISTANCE

grated health and family planning services to 550 families in the Ventanilla squatter settlement. Thirty women leaders from the community will be trained in how to conduct sessions on maternal/child health, nutrition, family planning, adolescent sexuality and responsive parenthood. CEDPA also awarded a subgrant to the Unit this past year to enable it to expand its activities in developing, implementing and monitoring "women-to-women" projects.

Senegal: CEDPA's newest Follow-Up Unit was established in 1983 in Dakar. The four-member Unit serves as the steering committee for CEDPA-Senegal, a membership association of all Senegalese alumnae of CEDPA training programs who numbered over 30 in 1984. The Unit seeks to strengthen and expand its alumnae network through monthly association meetings. It conducts in-country training programs, provides technical assistance to local women in program planning and management, and helps alumnae prepare project proposals. In 1984, the Unit conducted the second phase of training for female social workers employed by ENDA—Environment and Development Action for the Third World.

In October, CEDPA awarded a subgrant through the Unit for the establishment of a health center in Yenne. This community-based project provides education and service delivery in family planning, primary health and nutrition to Yenne and the surrounding villages. The project aims to train local health matrons as family planning promoters and educators, and provide nutrition demonstrations and immunization services at the health center. The Unit also designed a nutrition management workshop scheduled to be held in 1985 under CEDPA's Nutrition Management and Francophone Program grants.

Togo: The Unit operates in affiliation with the Togolese Association for Family Welfare, a private-sector agency responsible for implementing the Government of Togo's National Family Planning Program. During 1984, the Unit initiated clinical family planning training as part of a Government of Togo and USAID-sponsored Family Health Training Project. In addition, the Togo Unit continued to assist in-country CEDPA alumnae to develop proposals for community-based service delivery projects in family



Village-level nutrition talks in Kenya

“The ability of women to control their own fertility is probably one of the most important and basic and fundamental rights.”

planning and primary health, and submitted proposals to CEDPA for funding consideration. One project aims to train women leaders as family planning educators in their communities; another proposal would integrate health services into ongoing literacy and vocational programs.

Francophone Program

CEDPA's Francophone Program aims to improve and extend the delivery of family planning and health services in francophone Africa through management training for local women who can implement integrated projects for the benefit of their communities. The program, which is funded by the Africa Bureau

TECHNICAL ASSISTANCE

of AID, employs CEDPA's comprehensive model of training, followed by technical assistance in institution-building and project development. Funding for small-scale projects in family planning, health and income generation developed by local women is available under CEDPA's small grants program.

During 1984, CEDPA provided technical assistance to the three Follow-Up Units in francophone Africa, in Mali, Senegal and Togo. The Units developed workplans and reporting techniques, and worked with local women to refine project proposals.

At the request of alumnae of CEDPA's French WIM workshops, staff conducted feasibility studies in 1984 to explore the possibility of in-country training programs in Madagascar and Zaire. Malagache and Zairian alumnae took part in program design and will serve as members of the training teams. The in-country Women in Management workshops are scheduled for 1985.

A total of five participants from francophone Africa attended the 1984 WIM and S&E workshops. A woman from Mali, funded under this cooperative agreement, has been able to utilize the innovative approaches to supervision and evaluation of personnel and services learned during the S&E 5 workshop in her work as chief of the evaluation section at the central maternal/child health clinic in Bamako. In addition, CEDPA planned its fourth Washington-based workshop for French-speaking women managers, to be conducted in September-October 1985.

Nutrition Management Project

CEDPA's Nutrition Management Project provides training and technical assistance to alumni of the Washington-based workshops in developing and improving community nutrition programs in the Third World. Training programs focus on the management of nutrition projects, as well as the introduction of low-cost interventions to prevent and correct malnutrition. In accordance with CEDPA's development strategy, training is followed by technical assistance in project development, the funding of community-based projects, and documentation of the "lessons learned" through this strategy.

To complement in-country training and technical

assistance, CEDPA has developed two modules designed for use in training community nutrition managers. These modules demonstrate the use of low-cost nutrition interventions, including breast-feeding, oral rehydration therapy, use of indigenous weaning foods, immunization, growth monitoring and family planning. They can be adapted to a variety of cultures and institutions.

During 1984, CEDPA carried out nutrition activities in Nepal, Kenya, Indonesia, and Senegal. CEDPA continued to work with the Family Planning Association of Nepal (FPAN) to integrate nutrition services into its rural development and family planning activities. Following initial training of FPAN supervisors and clinic workers in 1983, a five-day training program was held in January 1984 for 20 community-based family planning promoters and women volunteers. These trainees then began to offer counseling to rural families in their homes in nutrition and family planning, to monitor the nutritional status of village children, and to refer high-risk malnutrition cases to local Family Welfare Centres. In October, CEDPA assisted the FPAN in carrying out a mid-project evaluation. The findings indicated that the FPAN has achieved substantial progress towards completion of project goals: clinic staff, field workers and volunteers have carried out quarterly growth

**"This workshop helped me to
see clearly the weaknesses and
strengths in my management
style."**

TECHNICAL ASSISTANCE

monitoring and follow-up educational activities with over 550 children in 16 subvillage locations. In addition, family planning acceptance rates have increased in project areas due to the linkage between nutrition and family planning messages, and the use of women volunteers in promoting this information.

During 1984, CEDPA again assisted the National Family Welfare Movement (PKK) in Indonesia to conduct a needs assessment of PKK nutrition activities in selected project areas. Assistance was also provided in developing a training module to train PKK supervisors, and in revising the existing nutrition information system. PKK used these materials in a three-week training course for district members who manage community-based nutrition projects.

CEDPA's Follow-Up Unit in Kenya, the Society for Advancement of Community and Women's Studies, conducted a three-day community nutrition workshop in May as the start-up of a 16-month nutrition demonstration project. Funded under a subgrant from CEDPA, this project provides nutrition training and regular supervision for five village groups in Coast Province. Project activities include training a committee of community women in nutrition education and the introduction of low-cost nutrition interventions in their villages. The Society, with CEDPA assistance, also developed a recordkeeping system to provide for registration and routine monitoring of village children, and assisted community women's groups in the design and implementation of self-help food and income generation activities. The next phase of project training, scheduled for 1985, is targeted to families with high-risk children.

In July, CEDPA staff provided technical assistance to the Senegal Follow-Up Unit in designing a nutrition management workshop scheduled for January 1985. In preparation for the workshop, CEDPA's Nutrition Action Training Module was revised and translated into French.

The Nutrition Management Project is funded under a grant from the AID Office of Nutrition.

Nigeria Project

In 1984, CEDPA launched a three-year project to assist Nigerian State Ministries of Education and private



organizations to expand family life education and access to family planning and health services at the state and local levels. Funded by the Africa Bureau of USAID, this project seeks to accelerate public information and services in family planning, oral rehydration therapy and immunization by introducing these concepts into the education system. Drawing on its participatory training methodology and experience in curriculum and materials development, CEDPA designed a strategy to provide training for teachers and community leaders in four areas: population, reproductive health, primary health care, and social concepts of responsible parenthood.

A key resource for the project will be CEDPA's network of Nigerian alumni who number 70 persons in 11 states. Alumni have organized into committees to provide logistical and administrative support, to help identify resources and candidates, and to serve as trainers for the workshops. Fifteen of these alumni participated in a CEDPA training program in 1983 designed especially for this project on "Planning a Comprehensive State Strategy for the Accelerated Delivery of Family Planning, Oral Rehydration Therapy and Immunization in Nigeria."

Initially, six training-of-trainers workshops will be held, with representatives of three or four of the 19 Nigerian states at each workshop. Participants will represent state ministries of education such as state subject inspectors responsible for curriculum development, and private community organizations. Adapted to the specific needs of each region, the training workshops will stress basic demographics, contraceptive methods, oral rehydration and immunization.

Nineteen training teams will be formed through these workshops—one for each Nigerian state. Using the new curriculum materials and training methodologies, the training teams will in turn train primary and secondary school teachers and community leaders. The training team will also establish ties with service referral agencies and clinics in order to improve access to family planning and health services at the community level. Throughout the project, CEDPA staff will observe and assist the training teams in their work, and evaluate the training programs and materials.

OTHER ACTIVITIES

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

Under a grant from the United Nations Fund for Population Activities (UNFPA), with contributions from private donors, CEDPA organized this special conference of 23 women leaders, representing 19 countries and diverse professions. The meeting focused on progress and obstacles in the area of reproductive health care for women. The group drew up recommendations in this area which will be directed to the 1985 U.N. Women's Decade Conference in Nairobi and other national and international forums.

Drawn from the fields of health, law, media and politics, the conference participants were united in their belief that good reproductive health care—especially improving women's access to such care—is a basic human right. They agreed that in order to translate the idea into sound policy and viable programs, the message had to be clear, direct and suited to the particular cultural setting.

Examples of recommendations, according to the four conference Work Groups, are: from the Media—help create journalists who are specialists in the area of reproductive health care by providing them accurate information and correcting distortions; Policy—involve policymakers in family planning conferences and programs, brief them for the Nairobi conference and follow up afterwards; Technology and Access—educate and train those in need of family planning services, those who provide it, and the public; form a network of family planning, women's and other interested organizations, emphasizing the commonalities; Law—review laws in all areas affecting women and reproduction, including health and welfare, criminal, family, labor and education laws; inform women of what the law is; and influence policymakers for change.

Participating in the Bellagio conference were: Dr. Badria Al-Awadi, Kuwait; Esther Boohene, Zimbabwe; Grace Delano, Nigeria; Guadalupe de la Vega, Mexico; Christine Doyle, United Kingdom; Georgie Anne Geyer, United States; Herta Kaschitz, Austria; Mufaweza Khan, Bangladesh; Mo-Im Kim, Korea; Leslie Tarr Laurie, United States; Yoh-Ok Lee, Korea



Bellagio work group on Technology and Access

**"It was wonderful to meet
women managers from all over
the world, know more about
them and their countries, and
build good relations with them."**

(UNFPA); Rita Liljestrom, Sweden; Lorna Marsden, Canada; Billie Miller, Barbados; Bahira Mokhtar, Egypt; Bernice Powell, United States; Ann Richards, United States; Dr. Nafis Sadik, Pakistan (UNFPA); Dr. Pramilla Senanayake, Sri Lanka; Dr. Stefania Siedlecky, Australia; Marta Suplicy, Brazil; Erica Terpstra, The Netherlands; Maria Luisa Zardini, Italy.

The Conference Organizing Committee included: Kaval Gulhati, Peggy Curlin, and June Brown, CEDPA; Sallie Craig Huber, Population Crisis Committee; and Libby Antarsh, Association for Voluntary Sterilization.

OTHER ACTIVITIES

The Rockefeller Foundation provided the conference facilities, the Bellagio Study and Conference Center in Italy. A Final Report on the Bellagio Conference will be available from CEDPA in 1985.

Computer-Assisted Learning

Under a grant from Control Data Corporation, CEDPA launched a project in 1984 to introduce computer-assisted learning to its workshop participants. CEDPA staff adapted sessions of the S&E workshop for use on the computer, and had access to a data base of projects in developing countries, which was demonstrated during the Washington-based workshops.

The first CEDPA lessons developed for the computer are titled: "An Introduction to Cost-Effectiveness Analysis in Health and Family Planning Programs" and "Cost-Effectiveness Analysis in Health and Family Planning Projects: Drill and Practice." The lessons exposed the S&E participants to the concept of CEA as a planning and evaluation tool, describing the six basic steps involved in the application of CEA. Both lessons used a question-and-answer format, providing users with feedback on the correct choice. The lessons enabled the participants to review basic concepts learned during the regular workshop sessions.

CEDPA Publications

CEDPA launched a quarterly newsletter, CEDPA WORLD WIDE, in 1984. The newsletter is distributed to alumni, donors, cooperating organizations and interested parties. Back issues are available.

Final Reports are published after every CEDPA training program. The following reports on 1984 programs are available:

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

Women in Management 13 (English)

Women in Management 14 (Arabic)

Supervision and Evaluation as Management Tools, S&E 5

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



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CEDPA STAFF

BARBARA BROWN *Project Coordinator*
JUNE BROWN *Communications Coordinator*
THOMAS CAREY *Staff Accountant*
PEGGY CURLIN *Vice President/Program Director*
DEBRA FARMER *Office Manager*
JOAN FAVOR *Director of Administration*
ELLEN FISHER *Communications Assistant*
MAGDA GHANMA *Project Coordinator*
KAVAL GULHATI *President*
TERESA MASTERSON *Project Associate*
MICHELLE KIRBY *Project Coordinator*
HANAN HADDAD *Workshop Assistant*
MELANIE NOEL *Senior Administrative Assistant*
EILEEN OLSEN *Controller*
MARY PERRIELLO *Administrative Assistant*
KATHY ROSE *Secretary to the Vice President*
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the President*
PAT TAYLOR *Nutrition/Health Coordinator*
CARLA THOMAS *Administrative Assistant*
TALY VALENZUELA *Project Coordinator*
JANE WILBER *Project Coordinator*
SANDRA WILSON *Administrative Assistant*