

A SUCCESS STORY FOR WOMEN



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The CEDPA Experience:
**A SUCCESS STORY
FOR WOMEN**

“A true integration of women in development does not mean simply their assimilation into a pattern of activities already decided without them, but implies a deep revision of strategies, methods, and programs.”

—FOOD AND AGRICULTURE ORGANIZATION, *IDEAS IN ACTION*

START SMALL, THINK BIG, ACT NOW



“Whatever she learns, she shares with others.” This observation captures the essence of Clara’s daily life. Having built one of the strongest community development, non-governmental organizations in Kenya, Clara has left her mark on her country. In 1981 Clara attended a Women in Management workshop at the Centre for Development and Population Activities (CEDPA) in Washington, D.C. Returning home, she incorporated many of the techniques she had learned into her own training programs.

As a manager, a trainer and a designer, Clara has developed and coordinated four different home industry programs. Through skill, good management and perseverance she has motivated rural women to join such initiatives as a Rural Development Program, Youth Tailoring Training, a Tie-dye/Dressmaking Workshop and a Handicraft Outlet Shop.

Provided funding becomes available, Clara may soon offer training in community development and family planning nationwide, using the participatory methodology she has found effective in rural areas. Hence, even at age 50, Clara is still using and sharing her talents rather than turning her thoughts toward retirement.

Clara’s story is one of many that show how CEDPA defied the odds. In 1978 two women—one Third World and Indian, the other American—together formulated a woman-to-woman development strategy, which, they believed, could have a far-reaching impact on Third World communities. The strategy would include:

- Management training for Third World women
- Delivery of health and family planning services to communities
- Technical training and cross-cultural development

Development experts told the two women, later to become president and vice president of CEDPA, that their strategy to improve the skills of mid-level women managers in the Third World would not succeed. They said it would involve women who had never been trained, who had responsibility for their households and could not leave their families, and who probably would be in no position to use the training. In essence, the obstacles these women would face would be more than they could overcome.

The criticism of the experts, which would have dampened the vision of others, served only to fuel the commitment of these two pioneers to the training strategy they envisioned. They concluded that the critics did not know the same women they knew. They had both spent extensive time in the field; one with the successful, community-based Con-

cerned Women for Family Planning in Bangladesh, the other as a trainer and researcher in the management of family planning delivery systems in the Third World. They knew that the integration of women into the planning and implementation of population, health and development initiatives would take a deep revision of strategies, methods and programs. But they had a plan to make this happen.

When asked "Why train women?" they immediately thought of the hundreds of ordinary women they had encountered in the field, women with potential for career advancement. They knew that women's careers plateau very early and were convinced that "sex-typed" sectors like health and family planning could benefit from well-trained women managers at decision-making levels.

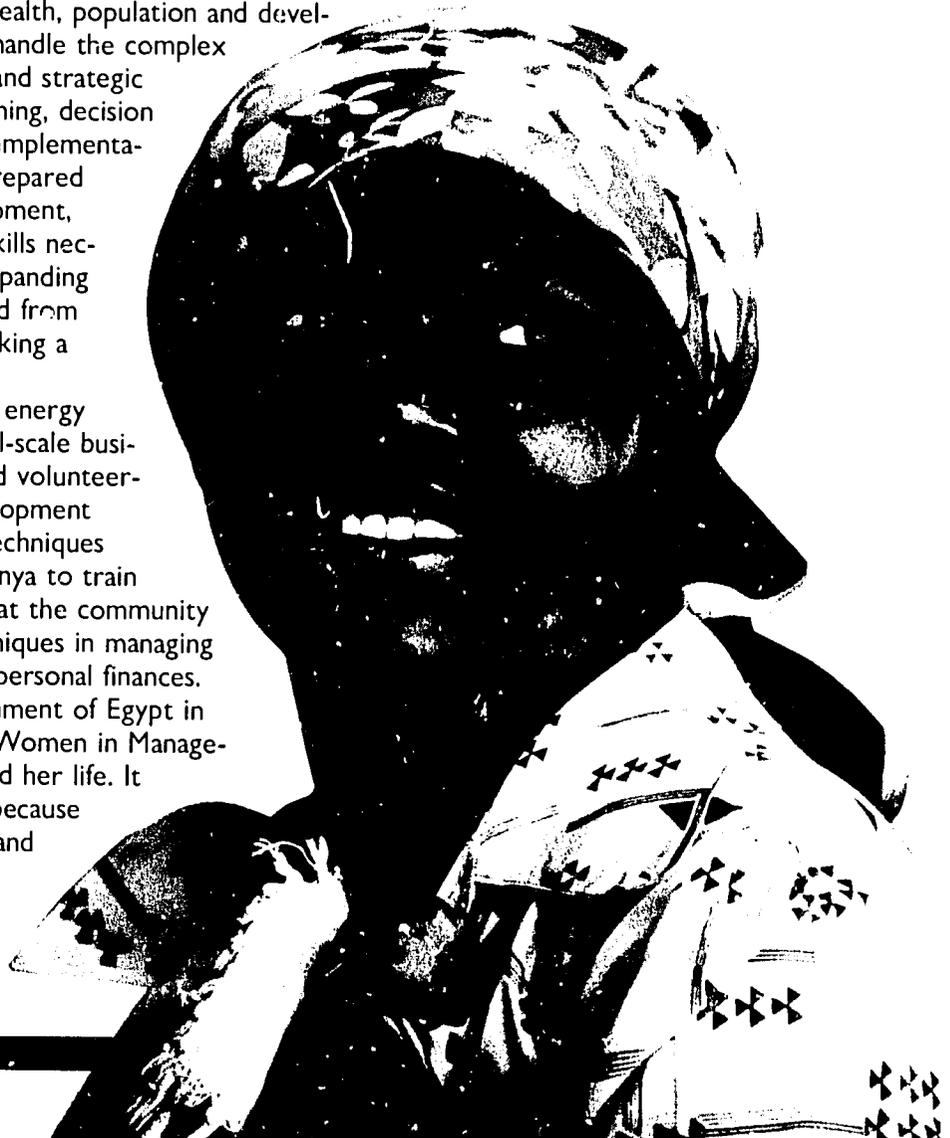
The need for training was further confirmed when 350 women applied for the 36 available places in CEDPA's first Washington-based Women in Management (WIM) workshop in 1978. In keeping with what had by now become its guiding philosophy, "Start Small, Think Big, Act Now!" CEDPA organized a second workshop later that year for 44 women, with two or three workshops to follow annually.

Now, with more than 2,700 trained alumni, CEDPA has entered its second decade of equipping managers of health, population and development programs in the Third World to handle the complex demands of their environments. Effective and strategic management requires distinct skills in planning, decision making, coordination, communication and implementation. For the past 12 years, CEDPA has prepared managers to face the challenges of development, providing them with the knowledge and skills necessary to successfully administer rapidly expanding programs. This substantial legacy has passed from woman to woman in the Third World, making a significant difference in their lives.

Rachel from Kenya spends her time and energy supervising her coffee farm, running a small-scale business in wood carving and cloth making, and volunteering in family planning and community development efforts. She uses skills and organizational techniques acquired during a CEDPA workshop in Kenya to train other women to manage more effectively at the community level. She also applies these skills and techniques in managing her own fieldwork, household chores and personal finances.

Sabina holds a senior post in the Government of Egypt in Alexandria. She believes that the CEDPA Women in Management seminar she attended in 1978 changed her life. It was a turning point for her professionally because it provided her with the skills, know-how and self-confidence to introduce a new training and supervisory system in her government agency, first in Alexandria and later at the national level.

Parents who adopt family planning are able to space their children, increasing the chances of both mothers and children for survival and good health, and contributing to the economic well-being of the entire family. Pictured, opposite page, is a happy family of five in Nepal.



MANAGEMENT TRAINING

Washington, D.C.: Workshops for international participants, including sessions in:

- health, population and women's development issues
- leadership and group dynamics
- planning and evaluation
- project design/needs assessment
- community development
- technical management skills for project implementation

Transfer of management and training skills through CEDPA alumnae



DOCUMENTATION OF RESULTS

Data and feedback from CEDPA alumnae groups resulting in:

- baseline and follow-up surveys
- case studies
- process documentation of management issues
- evaluation of long-range project results
- revision of training based on expressed needs of alumnae in the field



These women managers, along with 2,700 other CEDPA alumni, have claimed a place in their societies, establishing the effectiveness of CEDPA's comprehensive training model by their individual and collective accomplishments. With their skills, they have served as catalysts in their communities for the long-term involvement of local women and men.

What follows is a story . . . one that includes countless faces of individuals whose lives have changed, whose careers have advanced, and

DEVELOPMENT MODEL

COUNTRY-LEVEL TRAINING

Country and regional workshops for community project managers, conducted by CEDPA alumnae. The process includes:

- assessment of training needs
- team building with CEDPA alumnae
- training sessions at various
- adapting training materials to local language and culture
- strengthening the capabilities of indigenous development groups through training of key personnel



FOLLOW-UP TECHNICAL COOPERATION

Grants awarded to CEDPA alumnae groups for institutional development and integrated projects in family planning, health and income generation. Ongoing technical assistance provided by CEDPA and regional consultants in:

- project design and implementation
- organizational development
- fund raising
- evaluation of results

Data collection and regular reporting by project managers

CEDPA's comprehensive development strategy has evolved in response to the needs of former participants—"alumnae"—of CEDPA management training programs. Since 1975, CEDPA has trained more than 2,700 men and women from nearly 100 countries throughout Africa, Asia, Latin America and the Middle East.

whose communities have grown stronger because of a belief that a strategic link exists between successful health and population programs and the improved skills of Third World managers, particularly women. The story recounts the evolution of a training and development methodology based on a proven track record in the field and driven by an entrepreneurial and innovative spirit. The CEDPA experience and its results are chronicled here in the hope that they may provide useful insights for others facing the challenges of development.

THE STRATEGY EVOLVES

Management Training

Historically, family planning programs have been directed primarily toward women, yet designed, developed and controlled by male technicians. An in-depth understanding of the targeted population—an understanding of women as individuals and of their lives—was often missing. Programs recognized women not as individuals with their own goals and missions, but merely as consumers of family planning technology.

Needed was a woman-to-woman approach to service delivery that would encourage women to freely discuss their concerns and how family planning could affect their lives. Such programs would require women trained to manage, supervise and deliver services in the face of great challenges.

CEDPA believed that women were capable of making a unique contribution to the management of such programs. Their potential as managers was noted by the late Dr. Gordon Lippitt of George Washington University in his lecture, "The Contribution of Women in Management" (CEDPA Tenth Anniversary lecture series). The qualities he named include: the flexibility to tackle multiple tasks, concern for the rights of others, the ability to open up communication within organizations, patience in the management process and the ability to use intuition in problem solving.

CEDPA recognized both the potential and the need and responded quickly, designing workshops to increase the technical skills of mid-level women managers in three sectors: family planning, health and women in development. As a result, "Planning and Management of Service Delivery Programs in Family Planning, Health and Development," a workshop for Third World women managers, was inaugurated on June 12, 1978 and became known as "Women in Management" (WIM).

The WIM I and II workshops produced true pioneers, who, upon returning to their countries, recognized the need to train other women and sought CEDPA's assistance in that venture. In response to their requests, in 1980 and 1981, with a grant from the U.S. Agency for International Development (USAID), CEDPA staff reproduced WIM training overseas in Bangladesh, Egypt, India, Indonesia, Kenya and Peru.

The events that followed the initial WIM workshops were a natural progression of CEDPA's foundational philosophy, "Start Small, Think Big, Act Now!" What began as a response to the need for technical training for women would evolve into a comprehensive strategy involving follow-up technical cooperation and documentation of results.

Follow-Up Technical Cooperation

The significance of the country-level training, which included practical sessions in project design, was evident in the demand from alumnae for a continuing link with CEDPA. Participants expressed the need for follow-up assistance, to continue the momentum generated by the

workshops, as well as the need for funds to implement the projects they had designed.

In response, CEDPA helped alumnae establish local development institutions to provide other women with technical assistance in proposal writing, management systems, institution building, budgeting, technical training and fund raising. "Seed money" that CEDPA procured from private sources enabled women to move projects from idea to action in their individual communities. To further equip women managers for their work, CEDPA developed training and field manuals, such as the *Manual on Planning, Implementation and Management of Development Projects*, in English, French, Spanish and Arabic.

The technical cooperation component of CEDPA's comprehensive strategy has evolved from needs expressed by alumnae in the field. A special quality, however, makes technical cooperation with CEDPA different. While participants are equipped with distinct management skills—in finance, budgeting and strategic planning—CEDPA offers the added dimension of personal and professional support for the participants as individuals as well as for their ideas and their work.

Even as women are trained to evaluate a project budget or a service delivery system, they are also encouraged to think through the major roles they can play in implementing successful programs. They learn to see themselves as valuable assets to their own communities and to CEDPA. Some women may supervise as many as 200 people, yet have never perceived themselves as managers. CEDPA training attempts to build both self-confidence and self-esteem, enabling women to recognize their own management potential and the realities of their positions as managers. As part of the training, CEDPA reinforces within the participants a sense of responsibility for influencing and supporting other women, encouraging them to take seriously their task as role models for women in their communities.

Documentation of Program Impact

The final stage in the evolution of CEDPA's training model is documentation of the strategy and of the impact of training on the lives, careers and fertility aspirations of participating women. CEDPA relies heavily on participant critiques of the training to ensure ongoing quality control and relevance of the technologies presented. In response to feedback, the training evolves and changes to address the issues alumnae face in the field. In addition to evaluation of the training, individual case studies of specific projects provide grassroots information that has proven valuable in development and implementation of new projects.

Training . . . Follow-Up Technical Cooperation . . . Documentation. The strength of this model lies in its growth and evolution from the actual needs of individuals who daily manage the complex demands of health, development and family planning programs in the field. Moreover, the model is highly transferable to other programs that have evolved as CEDPA has sought new ways of empowering women in the Third World and enhancing their lives.

The technical cooperation component of CEDPA's comprehensive strategy has evolved from needs expressed by alumnae in the field.

RESPONDING TO CHANGING NEEDS

Implementation of the comprehensive training model has opened for CEDPA new directions and possibilities that have far exceeded the initial vision. The small scale of the projects undertaken, and the fact that many are managed by women for women, has enabled CEDPA to bring about change in communities in ways not possible through large-scale development efforts. With a philosophy of openness and a history of risk-taking, CEDPA has responded to demands from the family planning, health and women in development sectors by designing programs and procuring funds to meet expanding needs. These initiatives place CEDPA on the cutting edge of development.

For example, as programs in the three sectors have expanded and become more sophisticated, the demand for greater technical training in supervision and evaluation has increased. CEDPA's timely response to this demand, a five-week workshop for mid- and senior-level managers in family planning or health service-oriented organizations, was a natural extension of the WIM program.

"Supervision and Evaluation as Management Tools" (S&E) was designed and implemented to respond to the increasing responsibilities placed on health and family planning program managers, at national and regional levels, whose systems are rapidly expanding. This particular workshop, for both men and women, focuses on in-depth technical management issues in the supervision of programs and personnel and on assessing the impact of family planning and health delivery systems.

In the S&E, as in the WIM workshops, CEDPA applies its practice-intensive methodology. Participants are trained to analyze the functions of supervision and evaluation in an overall organizational context. They are also trained to apply available data in making management decisions; to explore available options in supervisory and evaluation approaches; and to examine tools for problem solving, decision making and planning.

CEDPA's characteristic flexibility in recognizing needs and designing strategic responses has also proven to be a great asset as unexpected demands from other sectors increase. The comprehensive training model has been applied in such diverse contexts as training community workers to provide services to improve nutrition and child survival; helping ministries of education to design a curriculum in primary health, population and family life education; providing funding and technical assistance to alumnae and other skilled managers for projects to extend family planning services; and providing region-specific technical assistance and training to managers of development projects.

One recent example is "Extending Family Planning Services Through Third World Managers," a five-year, USAID-funded CEDPA program to establish family planning projects in the Third World. It affords CEDPA alumnae the opportunity to strengthen their development and managerial skills by planning and implementing large-scale family planning projects. These projects represent innovative approaches to service delivery in the Third World.

Another example is CEDPA's Better Life Project, initiated in 1987 with a grant from the John D. and Catherine T. MacArthur Foundation.

The project provides needed services to a particularly neglected segment of the population—girls and young women ages 12-20. Members of this age group often drop out of school, or may never have attended school, because of family duties and biases against educating females. Their lives are often characterized by early marriage and childbearing, followed by additional, closely-spaced pregnancies. The pattern contributes to overall fertility and infant mortality rates in the Third World, entrapping women and their children in a life-long cycle of poverty and ill health. Under the Better Life Project, CEDPA works to provide young women with access to reproductive health care services and with opportunities to learn marketable skills.



In 1987 women leaders from Latin America and the Caribbean gathered in Monterrey, Mexico, for the first in a series of CEDPA-sponsored conferences on "Options for a Better Life for Young Women." Conference participants examined case studies and made policy recommendations for meeting the needs of girls and young women, ages 12-20, in such areas as reproductive health care, education and skills training.

Unlike other agencies that must concentrate on one sector, CEDPA has developed a capability for effectively linking the three sectors of population, health and women in development.

The ability to successfully integrate efforts in these three sectors stems from several factors. First, CEDPA's small-scale projects afford flexibility in meeting the needs of women. In addition, its versatility as an organization allows the comprehensive training strategy to be applied at a micro-level while simultaneously providing for a broad-based outreach. Finally, CEDPA's cross-cultural expertise enables staff and alumnae to adapt training and technical assistance to different cultural settings, ensuring the relevance of technology transfer. For example, the WIM workshops in Washington, D.C. are conducted in English, French, Spanish and Arabic, and local-level workshops are adapted to the language of the country in which they are held. CEDPA's training manuals are published not only in English, but in French, Spanish and Arabic as well.

These three characteristics—flexibility, versatility and cultural adaptability—place CEDPA in the position to "Think Big" and "Act Now" in meeting the needs of Third World communities.

LESSONS LEARNED

Fundamental to CEDPA's educational methodology is contextual learning, or learning by doing. This process undergirds the training and technical assistance components of the comprehensive strategy and allows participants to learn together.

An interchange among staff, participants and alumnae during training and project implementation has taught specific and important lessons. The lessons of the past 12 years have led CEDPA to the following conclusions about the importance of training, women in management, project development and institution building in the Third World.

Training

- *Training can be linked to action.* CEDPA workshops aim to strengthen the skills of individuals in program design, implementation and management. They further encourage participants to develop ideas for projects that incorporate innovative technical and management strategies. Small grants have resulted in viable projects in 13 countries.
- *Training alone does not lead to vigorous project implementation in the field.* It must be followed by technical assistance. During workshops participants produce drafts of proposals for community-based projects. It is the first time many have conceptualized a development effort, and the majority of projects require refinement and follow-up. CEDPA and its alumnae groups can provide important technical assistance during proposal design and submission as well as during the crucial project implementation stage.
- *Management training can make a difference in an individual's level of confidence and effectiveness.* It is clear that CEDPA training has been a signal event in the lives of many of the women. For some, the training coincides with changes in their careers; it provides others with increased confidence to seize opportunities not usually open to women. Many realize the scope of their responsibilities for the first time.
- *Participatory training is key to multinational programs for mid-career individuals.* Participants consistently comment, informally and in their written evaluations, on the invaluable interaction with colleagues during the training sessions. They face many common issues in managing family planning, health and development projects and are able to learn from one another's problems and solutions. The participatory model also strengthens the network of these managers, providing them with the continuity and the support of others trained in the same methodology.
- *The outreach of training can be successfully extended by adapting modules to other languages and to different sectors.* The flexibility of CEDPA's comprehensive strategy has led to training in Arabic, French, Spanish and many local or national languages. CEDPA's training model, initially applied in the family planning sector, was later adapted to include health and nutrition, micro-enterprise and family life education.
- *Technical transfer of training can be rapidly accomplished through training of local alumnae.* CEDPA alumnae use their creativity and knowledge of their communities to adapt the training to specific needs. Their awareness of local social structures and values enables them to translate training concepts into a form relevant to their particular situations.

Women in Management

- *The results of CEDPA's woman-to-woman technology transfer reflect data from other sources indicating that an all-female learning environment fosters attitudes that facilitate educational and career success for women. The WIM learning environment provides women with successful female role models, as resource persons and trainers, from the population, health and women in development sectors. It also creates opportunities for women to develop their leadership skills as well as their self-esteem and self-confidence as managers.*
- *CEDPA's experience has proven that women can play a leading role in development. Women who undertake community projects assess community needs, talk to local policy makers, plan the details of project implementation and analyze the results. Seed money for projects allows women to gain critical first-hand experience in managing projects.*
- *Integrated services in agriculture and food processing, health and nutrition, family planning and income generation, which serve women's multiple needs, can be organized, managed and delivered by locally trained women. Because they live in the communities where they propose to work, women whose groups receive seed money have a greater understanding of the environment than would an external project developer. They are better able to design activities that are appropriate to current needs and practices. They can reorient activities and focus to ensure the projects are responsive to broad-based community needs.*
- *As clients who are actually practicing family planning, women can bring an important perspective to the design of micro-level projects. Their involvement ensures that project initiatives are reality-based and appropriate to the communities they serve.*

Project Development and Institution Building

- *Even small amounts of capital in the form of seed money can make new community-based groups institutionally stronger. Seed money for projects allows for the establishment of viable institutions that provide critical training and follow-up services to community-level groups. This assistance enables these groups to plan and sustain self-initiated projects.*
- *Training has its greatest impact on project development and implementation when there is thorough follow-up, monitoring, review and evaluation. This is accomplished through a communications network among the individuals in the field and CEDPA staff, who provide follow-up and technical assistance. As a woman develops and implements a project, she receives, through the network, feedback and evaluation of her work. This communication also provides a continuous assessment of changing needs for more effective delivery of services.*
- *Community-based services can become self-supporting over time as service providers gain credibility, and as services are perceived as valuable to the community. Experience to-date shows that CEDPA's strategy, with the underpinning of institutional support from CEDPA alumnae, results in projects high in community ownership and participation.*



Beginning in 1981, CEDPA conducted a series of nutrition management workshops in Indonesia, Kenya, Nepal and Senegal. During the workshops, women explored ways to use and promote simple child survival techniques, for example, growth monitoring, immunization and oral rehydration therapy. Here, a child in Senegal is weighed for a nutrition and growth-monitoring program.

CEDPA IN ACTION

The life cycle of a given project varies. Some programs have a definite objective, beginning and end, while others are continuous. CEDPA's goal is not simply to start projects. Rather, projects are part of CEDPA's larger aim of building capabilities, leading inevitably to community-level initiatives with high ownership, commitment and participation by community members. As a result, the projects have more "staying power." The capabilities that individuals develop to assess needs, train others, raise funds and build institutions are the foundation of successful, community-based initiatives.

CEDPA's affiliate alumnae organizations embody the principle of capability development. Alumnae serve as catalysts in their communities by training women to assess needs and analyze and learn from the projects they implement. Through training, women learn to develop strategies for solving their problems and to procure resources for themselves and their communities. Projects become a means by which women organize, take responsibility and then effectively transfer their skills to other individuals, enabling the entire community to progress.

Since its founding in 1975, CEDPA has learned that building the capabilities of community members results in projects that individuals themselves design and implement. Projects in Kenya, India and Egypt illustrate this process and the effectiveness of training in action.

Kamuthanga, Kenya

In Kenya an estimated 10,000 women's self-help groups, organized at the village level, represent tremendous potential for delivering a range of services to communities. These women's groups, however, have been limited by a lack of training and experience in planning, initiating and managing projects.

In 1981, recognizing the potential and the need, CEDPA's alumnae affiliate in Kenya, The Society for the Advancement of Women's Studies, identified villages with active women's groups as targets for CEDPA-sponsored training. Representatives of selected groups were chosen to attend a two-week Women in Management workshop in Nairobi.

After their training, the women held community meetings at which members of the alumnae group served as facilitators and helped villagers define problems and lay a foundation for community-wide participation in projects. Community members addressed such issues as "Where will we get financing?" "Who will take responsibility for running the project?" "What services do we need to improve conditions in our area?"

In Kamuthanga, Kenya, villagers identified their greatest concern as the growing number of young women who dropped out of school, went to the district capital to look for work, became pregnant and returned to their already overburdened families in the village. Parents wanted some economically viable options for their teenaged daughters,



In Kamuthanga, Kenya, a bread-baking business provides income for girls and young women who are unable to continue their schooling. A portion of the profits helps support a health and training center for the village.

as well as family planning services for those who might need them.

Although meeting facilitators provided general information and guidance, community members came up with their own answers to the tough questions. They identified the needs and the means. The result was a proposal, written by a former CEDPA trainee and submitted to CEDPA by the Village Development Committee, which consisted of such influential town leaders as the primary school principal and the sub-chief of the location.

The Committee proposed to build a training center for the girls, combined with a health center that CEDPA would help equip. These enterprising villagers, with the help of a CEDPA facilitator, proposed to establish the center as a self-sufficient operation by opening a bakery, to be run by the women's group, with profits equally shared by members and the project. The project was initiated in 1982 with a grant of approximately US \$5,000, and with CEDPA's help in training the health workers and in establishing a bookkeeping system.

In just one year the CEDPA Kamuthanga Center became operational. Skills training in school uniform tailoring, baking, nutrition and family life education began and a basic health unit was established. The community arranged for a mobile team from the Family Planning Association of Kenya to begin weekly delivery of services. The services were augmented by home visits of outreach workers who were hired, trained and paid under the project.

The availability of family planning services in the village has attracted women from nearby villages, and today the small health center is one of the most active distribution points for contraceptives in the district. The skills training center has graduated three classes of trainees, many of whom have established small businesses.

With this strong foundation laid, the women's groups in Kamuthanga have proposed branching out into other income ventures, and the Committee has undertaken further projects such as water and sanitation for the village. Within four years this community has become a

model of village development and self help. As a result, surrounding villages have asked for and received help from the Kamuthanga Community Development Committee in beginning projects of their own. Having learned the process, the Committee now knows what resources are available through local government and how to apply for them. They have also been able to attract funding for projects from outside donors, because they can formulate and monitor the activities required to carry out their objectives.

In this case, as in others in Africa, Asia and Latin America, training followed by technical assistance and seed money brought about change and an opportunity for progress. CEDPA's experience has shown that training can lay a solid foundation for development initiatives.

The investment in human resource development in Third World countries puts *people* at the center of development. In the village of Kamuthanga, one woman's training began the process. CEDPA's role was to provide a supportive environment in which the village women could develop and optimize their skills for the long-term benefit of all. The result was a changed community.

Sarai Sohal, India

An observer called it "one of the most effective village action programs I have ever seen." One reason for the program's success is that income-generating activities for women have changed attitudes and set the stage for family planning in the village. Helping to organize the project was PRERANA, a voluntary organization formed by a group of professional social workers in 1974 to promote community action programs. Sarai Sohal is one community where PRERANA is involved. The workers interviewed members of the community to find out their needs—in the areas of health, family planning, education, welfare and marketing. They then developed programs to respond to those needs.

PRERANA's programs in Sarai Sohal have revealed that children's education is a prime concern due to limited opportunities and facilities. Thus, non-formal pre-school education classes are an excellent entry point into the community. The PRERANA workers use exciting participatory methods of teaching to reach the children, such as storytelling, puppet shows and songs. Special tutoring programs, organized by a band of enthusiastic volunteers, have helped to reduce school dropout rates and to improve overall performance of primary and secondary school children. Youth clubs and recreation programs provide an effective forum for bringing young men together to find creative solutions to individual and community problems. Education programs for women and teenage girls are vital to achieving progress in this community. Women come together for musical and entertainment programs or for weekly prayer groups. Handicrafts such as stitching and embroidery attract a large number of women and girls, and even the most traditional parents look favorably upon such activities.

These activities create a forum where women can discuss issues of personal concern, such as health and family planning or the need for additional income. Such discussions have led to the development of programs in these areas. For example, PRERANA promotes preventive health care in the community and provides curative services at a weekly clinic. Low-cost programs such as immunization, oral rehydration therapy and nutrition education help to reduce infant mortality and morbidity in the village.

PRERANA has helped the community to start a family planning program for both men and women. The program has resulted in a more than 70 percent acceptance rate of birth-spacing measures in the community. Another program that contributes to the success of the family planning effort is an income-generating program for women. Women



A member of PRERANA (meaning “inspiration” in Hindi), CEDPA’s affiliate in India, leads preschool activities for children whose mothers attend classes in tailoring and embroidery. Day care and income-generation programs, which PRERANA conducts in low-income communities, provide a forum for introducing health and family planning services to residents.

develop their skills in the production and sale of spices and weave carpets from locally available materials. PRERANA staff assist the women in maintaining strict quality control and in finding market outlets.

PRERANA staff in turn have enhanced their skills in project management, supervision and evaluation through association with CEDPA in Washington, D.C. Some have attended CEDPA's management training workshops in the United States and in India. Through its relationship with CEDPA, which provides guidance and seed money, PRERANA helps women at the community level to plan and initiate grassroots development projects in health, family planning and income generation.

PRERANA's programs derive strength from the dedication and enthusiasm of its members, the involvement of communities and the support of outsiders. Another essential element is the participation of women at all levels—as project managers as well as beneficiaries.

Aswan, Egypt

Effective women managers at the national, governorate and local levels, collaborating to address community needs, make CEDPA's program in Egypt an outstanding model of the woman-to-woman strategy.

Egyptians have participated in CEDPA Women in Management (WIM) programs since 1978. Local workshops, conducted in collaboration with the Institute for Training and Research in Family Planning (ITRFP) in Alexandria, have further confirmed a high level of interest in management training for women. In 1983 ITRFP undertook a three-year program to build a cadre of women managers, who now work at the governorate level to conduct workshops in leadership and community organization and to assist women in developing community-based projects. The governorate WIM teams and community women who have participated in WIM workshops collaborate in designing family planning, income generation, health and nutrition projects. CEDPA seed money gives the women what may be their first opportunity to use their management skills in the actual planning and implementation of projects that respond to their communities' needs.

In 1985 CEDPA awarded seed money for a project managed by the Aswan governorate team. The Aswan project aimed to upgrade services at a family planning clinic operated by the Egyptian Family Planning Association and to encourage attendance by providing training in the production and sale of ready-made clothing. The project is housed at the Islamic Community Development Association Center, which offered the use of several rooms for the family planning clinic and sewing activities. The entire center was cleaned and painted, and a shop was set up nearby where clothing could be displayed and sold.

Within less than two years after the project began, 10 of the 66 women trained in the sewing project had made enough money to buy their own sewing machines and establish themselves as seamstresses in home businesses. The number of family planning acceptors increased from 25, when the project began, to more than 300 two years later.

CEDPA's management training programs employ a variety of participatory learning activities, including small group discussions, simulation games and presentations by trainees. Here, women at a nutrition management workshop in Nepal participate in a role-play exercise.



Following on the success of the Aswan initiative, three other governorate teams have implemented similar projects in El Menya, El Kalubia and El Monufia, leading to small enterprises in the production and sale of school uniforms and processed foods. By delivering family planning messages in conjunction with these activities, and by ensuring that qualified health professionals are there to provide services, the projects have dramatically increased the acceptance of family planning in the areas surrounding the centers.

The program in Egypt has been highly successful because it has a number of inherent strengths. First, the CEDPA affiliate was established within an existing institution (ITRFP), which has goals compatible to CEDPA's, a training capability and focus that lend themselves to the WIM content methodology, and an infrastructure that can support CEDPA programmatic inputs. Second, members of the ITRFP-trained network of over 500 women managers are genuinely interested in, and capable of, undertaking community-based projects. Third, at the community level a willingness exists among public and private institutions to collaborate in enhancing each other's efforts. A "typical" seed money project in Egypt over-matches the CEDPA financial input with in-kind contributions, including the provision of a project site by an indigenous non-governmental organization, technical input and supervision by the Egyptian Family Planning Association, and paid staff assigned to the project by the Ministry of Social Affairs.

CEDPA seed money often gives the women their first opportunity to use management skills in the planning and implementation of projects.

Training with Results

Kenya, India and Egypt all represent specific outgrowths of CEDPA's successful strategy. The individuals behind the projects, with limited resources, nevertheless took risks by "Thinking Big," and acted with strategic resolve to accomplish their goals. The results of a survey of 232 alumnae from seven Women in Management workshops, 1981-84, reflect the same pattern. The surveys were conducted within the first year of the women's return to their countries following the training. As a result of their CEDPA training, 38 percent indicated a change in jobs, and 21 percent noted that the change was a promotion.

After training, 75 percent of the women surveyed supervised more programs, and more than half, or 56 percent, supervised more people. The training also had a direct impact on family planning activities, as 50 percent of the participants either strengthened or added family planning initiatives.

A profile of the sample shows that over half, or 52 percent, of the women came from non-governmental or voluntary organizations, and 44 percent from the public sector. Types of organizations were evenly distributed: health/nutrition (25 percent), family planning (21 percent), education (17 percent), other development sectors (27 percent), and sectors outside development (8 percent).

The initial vision of "Start Small, Think Big, Act Now!" paved the way for these substantial results and for the initiatives that CEDPA has planned for the next decade.

WHERE WE ARE GOING

The United Nations "Decade for Women" is over. Despite the progress that has been made, the needs of women remain massive, and women are still a vast untapped resource for Third World development. As Dr. Nafis Sadik, Executive Director of the United Nations Fund for Population Activities, remarked, in her 1985 lecture inaugurating CEDPA's Tenth Anniversary lecture series, "... once you identify a woman who has some leadership qualities, you can train her to be a manager. . . . All kinds of women with different levels of education, or without any formal education, can and must be mobilized . . ." CEDPA's strategy for the next decade includes helping women to mobilize their strengths in a positive, effective way, both on behalf of other women and on behalf of their communities.

Our past experience has shown that trained women are a major link to the success of project: in such areas as family planning, health and women's development. Thus, in the coming years, CEDPA will maintain its commitment to equipping women, through training, with the technical skills they need to lead community development efforts. A key focus of the training will be how to plan for the stability, growth and replication of successful projects on a larger scale. CEDPA will also continue to provide follow-up assistance to alumnae groups and other local organizations to strengthen the infrastructures capable of sustaining such projects.

CEDPA recognizes that many needs within Third World communities are more effectively addressed by women than by any other group. In many cultures, for example, women are homebound and can best be reached by other women through door-to-door service delivery. Women are also in a better position to deal with the long-term problems of malnutrition and diarrheal disease, which still needlessly kill millions of children each year. Viewed as the nurturers and caretakers of children in most societies, women can best train other women in simple techniques, such as oral rehydration therapy, to treat these common problems. They can also organize growth-monitoring programs to ensure that village women and their children are receiving proper nutrition.

Among the challenges that Third World nations must respond to in the coming years is the prevention of the spread of Acquired Immune Deficiency Syndrome, AIDS. Third World countries will also have to find ways to meet the growing demands of expanding populations for health, education and other development-related services. CEDPA, through its established network of trained women managers, is well-positioned to address these challenges.

Educating health workers and the general public now about AIDS and measures for preventing its spread is critical to dealing with the crisis. The World Health Organization (WHO) estimates that between five and ten million people may be currently infected with the AIDS virus. WHO officials further estimate that by 1991, one million AIDS cases will have occurred worldwide. Because AIDS is sexually-transmitted, information about the disease can easily be included in existing



A mother and daughter, who live in a poor quarter of Ahmedabad, India, don tribal dress. CEDPA has funded a project to extend family planning information and services in the region, which is known for its poor economic and health conditions and high rates of fertility and infant mortality.

health and family planning programs.

Since 1985, CEDPA has collaborated with the Nigerian state ministries of health and education in developing a curriculum in family life education for Nigeria's public schools. Family life education includes the topics of sexuality, reproductive health, family planning and goal setting. Amid growing concern about the threat of AIDS, CEDPA has incorporated information about the virus into workshops and other activities it helps conduct in Nigeria. Sessions on AIDS have been added to the Washington workshop curriculum, and CEDPA is stepping up its efforts to incorporate AIDS education components into existing programs throughout Africa, Asia and Latin America.

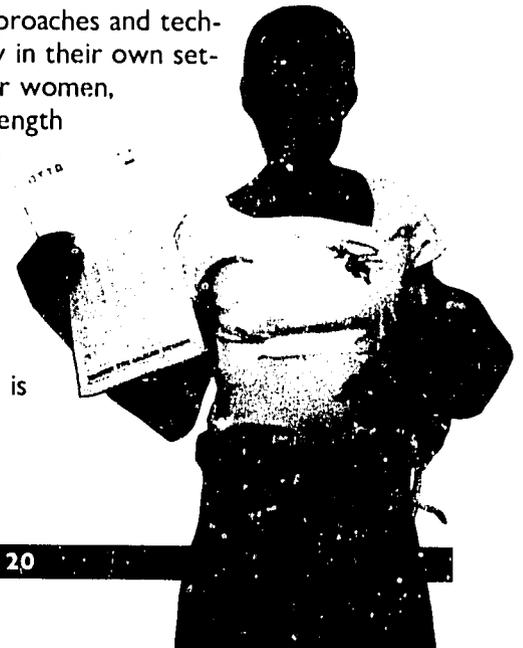
CEDPA also plans to strengthen its focus on the needs of youth, and of girls and young women in particular, in the coming decade. As the populations of Third World countries continue to grow, they are becoming increasingly younger—as much as 60 percent of the populations of some nations in Africa and Asia is under 20 years of age.

Through the Better Life Project, which began in 1987 with a grant from the John D. and Catherine T. MacArthur Foundation, CEDPA seeks to provide needed development services to girls and young women ages 12-20. Because of cultural taboos and the inferior status of females in most traditional societies, this segment of the population often lacks access to family planning and health information and services, education, and even adequate food. Yet research has shown that the age at which a young woman bears her first child, her level of schooling, her health, and how closely spaced her pregnancies are, all have a profound effect on the health and well-being of her children. Thus, focusing now on the needs of this underserved group represents an investment in the health and well-being of the next generation.

CEDPA's story is one of women empowered through strategic management training and follow-up technical cooperation. These women come to CEDPA with the specific aim of becoming more effective managers and leaders, whether in their villages, high-level government posts or supervisory positions in private voluntary organizations.

They come with talent and commitment. CEDPA provides them with new ideas, approaches and techniques, which they creatively apply in their own settings. They in turn empower other women, communicating to them a new strength and vision for their crucial roles in development, health and family planning initiatives in the Third World. The synergy created through equipping women with strategic management skills has resulted in a success story for women, a legacy of which CEDPA is proud.

The coordinator of a CEDPA project in Ngamani, Kenya, proudly displays records kept for a women-managed poultry-raising business. With the profits, women participating in the project hired a health worker who organized a nutrition-monitoring program for children in the village.



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