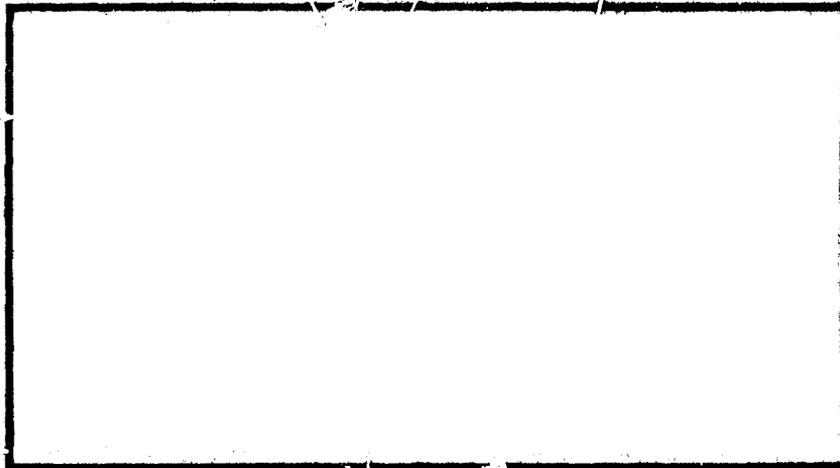


PD-WAB-257



AMERICAN PUBLIC HEALTH ASSOCIATION

International Health Programs

1015 Eighteenth Street, N.W.

Washington, D.C. 20036

932-0638

9320638001701
4401/42

EVALUATION OF GRANT AID/PHA-G-1177
TO THE
COMMUNITY AND FAMILY STUDY CENTER-UNIVERSITY
OF CHICAGO FOR
STRENGTHENING INTERNATIONAL POPULATION
COMMUNICATION AND TRAINING

A Report Prepared By:
JOHN KAREFA-SMART, M.D., M.P.H., F.A.F.H.A.
ELIZABETH JOYCE BUCHANAN, M.A., Ph.D.
NICHOLAS N. EBERSTADT, M.Sc.

During the Period:
April 16-29, 1979

Under the Auspices of the
AMERICAN PUBLIC HEALTH ASSOCIATION

Supported by the:
U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT
OFFICE OF POPULATION, AID/pha-G-1177

AUTHORIZATION:
Ltr.POP/FPS: 3/16/79
APHA Assign.No.: 1100-144

PREFACE

The entire staff of the Community and Family Study Center (CFSC) accommodated themselves graciously to our considerable demands on their time, energies, and patience. Without their goodwill and help this report certainly could not have been prepared. Our typists performed with good humor under time pressure; this is as appreciated as it is unusual. Mrs. Isabel Garcia compiled an unreasonably large number of documents for us cheerfully and at short notice. Professor Donald J. Bogue, Director of the CFSC, was not only a thoughtful and generous host, but an exceptionally patient interviewee and a meticulous supplier of information and material.

Mr. Griffith J. Davis, Chief of the Information and Education Division of the AID Office of Population, deserves our special thanks. He not only accompanied us on the first half of our assignment, but also shared with us in a friendly and unbiased manner much information, guidance and advice which greatly facilitated our work.

TABLE OF CONTENTS

	Page
PREFACE	1
EXECUTIVE SUMMARY	iv
I. INTRODUCTION	1
A. Evaluation Method	1
B. Background of Project	2
C. Goals of the Project	2
D. Program Facilities and Personnel	3
E. Budget	4
II. FINDINGS AND RECOMMENDATIONS	5
TASK ONE: Technical assistance to Population and Family Planning IEC Operations with Special Emphasis on Planning and Use of Messages.	5
TASK TWO: Training to strengthen Population and Family Planning IEC Training Capabilities of Selected LDC Communication Teaching Institutions	9
TASK THREE: A Flow of Specialized Publications and Other Materials which will Improve the Knowledge and Performance of IEC Leaders Operating Organizations and Training Centers	13
TASK FOUR: Assistance in Fostering Closer Cooperation and Coordination Among Agencies Engaged in Population IEC Activities	16
TASK FIVE: On-campus Training and Support Activities in Professional Degree and Short- term IEC Education and Research Target Accomplishments.	18
GENERAL COMMENTS AND RECOMMENDATIONS	24

APPENDICES

- APPENDIX 1: Individuals Interviewed by the Evaluation Team
- APPENDIX 2: Roster of CFSC Personnel
- APPENDIX 3: Organization and Breakdown of CFSC
- APPENDIX 4: List of CFSC Publications
- APPENDIX 5: Population and Social Development
- APPENDIX 6: Organizations and Participants in Donor Conference Meetings
- APPENDIX 7: Participants in the Summer Workshop on Communication, Education, Research, Evaluation and Administration for Social Development and Family Planning
- APPENDIX 8: Response to the Recommendations made by the Evaluation Team by Donald J. Bogue, Director, CFSC

EXECUTIVE SUMMARY

The grant supports the second phase of a program conducted by the Community and Family Study Center of the University of Chicago (CFSC) for Strengthening International Population Communication and Training.

The three-member evaluation team spent April 16 through April 29 on the campus of the University of Chicago, reading reports, interviewing university administrators, center personnel and students, and examining center equipment and publications, and discussing policy and program with the Director.

The five tasks through which the program's objective will be accomplished were examined in detail and recommendations made as follows:

TASK ONE: TECHNICAL ASSISTANCE TO POPULATION AND FAMILY PLANNING INFORMATION, EDUCATION AND COMMUNICATION (IEC) OPERATIONS WITH SPECIAL EMPHASIS ON PLANNING AND USE OF MESSAGES.

RECOMMENDATION 1: We recommend that over the life of the project concentrated attention be given to no more than four countries in any one year.

RECOMMENDATION 2: Since the five-year plan envisages workshop activities in African and Latin American countries, early efforts should be made to include Spanish and French speaking technicians on the Center's staff.

RECOMMENDATION 3: That CFSC determine the level of training to which they wish to gear their specific country workshops, and then encourage the country involved not to enroll trainees who are unlikely to be able to keep up with the pace of the course. A greater effort should be made to train a quality group of participants. There should be closer collaboration with the local selection committee in choosing course participants who are actually key workers in IEC programs or will be in a position to practice the skills taught in the workshops.

RECOMMENDATION 4: That CFSC develop a system to keep in touch with the graduates of its various training programs, keeping them supplied with the appropriate Population and Social Development (PSD) literature and procuring feedback on the outcome of their training.

RECOMMENDATION 5: That CFSC give first priority to defining program objectives in functional terms in order to facilitate analysis of the problems which beset IEC programs, and come up with an operational framework for improving the effectiveness of country-specific IEC programs. It is further recommended that AID monitor progress of this aspect carefully.

TASK TWO: TRAINING TO STRENGTHEN POPULATION AND FAMILY PLANNING IEC TRAINING CAPABILITIES OF SELECTED LESS DEVELOPED COUNTRIES (LDC) COMMUNICATION TEACHING INSTITUTIONS.

RECOMMENDATION 6: That the present AID policy of not encouraging study for doctoral degrees be reviewed so that fellowships for doctoral study can be awarded to candidates who meet a set of well-defined criteria for acceptance into the program for strengthening selected universities.

RECOMMENDATION 7: That increased effort be made in the LDC to recruit senior faculty to the post-graduate program, and that the Center emphasize participation in all its activities as a part of the fellowship program.

RECOMMENDATION 8: That the CFSC, in helping a selected university initiate IEC Studies, be prepared to support the recruiting of experienced, academically qualified staff.

RECOMMENDATION 9: That the CFSC undertake to monitor any activity newly established under this program over a period of 3 to 4 years.

TASK THREE: A FLOW OF SPECIALIZED PUBLICATIONS AND OTHER MATERIALS WHICH WILL IMPROVE THE KNOWLEDGE AND PERFORMANCE OF IEC LEADERS, OPERATING ORGANIZATIONS AND TRAINING CENTERS.

RECOMMENDATION 10: The CFSC should undertake a study of why information dissemination is so little used, and act to increase its outreach if they judge the problem to be "supply-related" rather than "demand-related".

RECOMMENDATION 11: Family Planning Resume should be published semiannually.

RECOMMENDATION 12: To facilitate identification of publications funded under this grant, the preface of each such publication should display an appropriate credit that "this publication has been produced under the project 'Strengthening International Population Communication and Training', funded under a grant from the Office of Population, Agency for International Development."

RECOMMENDATION 13: That "Information Publication" monographs and non-digest volumes authored by the Center's staff be reviewed by at least two outside experienced sources, and that, except in extraordinary circumstances, they be published only on a favorable evaluation by these sources.

RECOMMENDATION 14: Efforts should be made to expand the scope (fields of communication discussed) and range (languages in which materials are published) of new materials and to keep successful manuals in print.

RECOMMENDATION 15: The training manuals written for the reading level of the target population should be translated as the demand arises, into French, Spanish, Arabic and Portuguese.

RECOMMENDATION 16: That the authorship of manuals include writers other than CFSC staff.

RECOMMENDATION 17: That the CFSC facilitate the transfer of inception and production of such material to the target countries as soon as possible.

TASK FOUR: ASSISTANCE IN FOSTERING CLOSER COOPERATION AND COORDINATION AMONG AGENCIES ENGAGED IN POPULATION IEC ACTIVITIES.

RECOMMENDATION 18: That the background document for Agenda item V of the Donor's Conference - "Twenty-five Communication Obstacles to the Success of Family Planning Programs" -- be translated into Spanish and French, published in the three languages and widely distributed.

RECOMMENDATION 19: To encourage continued cooperation and collaboration in short-term training activities, the Center should develop a matrix of IEC workshops sponsored jointly by all interested agencies. CFSC should take the initiative in planning such workshops and offer the possibility of collaboration to the participating agencies.

RECOMMENDATION 20: More emphasis should be placed, especially during visits to LDCs, on coordination and collaboration of IEC activities at the country level.

TASK FIVE: ON-CAMPUS TRAINING AND SUPPORT ACTIVITIES IN PROFESSIONAL DEGREE AND SHORT-TERM IEC EDUCATION AND RESEARCH TARGET ACCOMPLISHMENTS.

RECOMMENDATION 21: That AID and the CFSC confer on alternative methods of promoting the advanced training of IEC personnel, taking into special consideration the question of in-country training and cost efficiency. Both the CFSC and AID should recognize that the failure rate of M.A. students is currently about 20 percent, and that the professional resources of the Director and other staff personnel are increasingly being used overseas.

RECOMMENDATION 22: Because CFSC faculty members are not always available for academic counselling, more structure should be built into the course by increasing the scope of required courses; and giving balance to the theoretical and practical instruction required of M.A. students.

RECOMMENDATION 23: That the faculty handling the advanced communications course be upgraded, consideration being given to visiting assignments for senior professional staff from nearby universities.

RECOMMENDATION 24: That the CFSC make an effort to resume the original procedure whereby the Department of Education administers the M.A. degree in population education. Should this not be possible, consideration should be given to dropping this program.

RECOMMENDATION 25: That the M.A. program for Research in Demography/ Family Planning and Social Development be dropped and that courses in research be added as requirements to other active programs, and be directly related to technical assistance programs in LDCs.

RECOMMENDATION 26: That, following a review of current AID policies, qualified students be awarded fellowships for doctoral study, with the practical training that these students receive by working in the Center being structured into the CFSC academic program.

RECOMMENDATION 27: The Center should develop procedures for obtaining follow-up reports from participants after they have returned to their countries to ascertain how the skills taught at the workshop are being put into practice, and how appropriate and relevant these skills are to the requirements in their countries.

RECOMMENDATION 28: That the CFSC emphasize recruitment of qualified professionals for its short-term residency program.

1. GENERAL RECOMMENDATIONS

RECOMMENDATION 29: Efforts should be made to recruit qualified and experienced faculty members who will be available full-time to the Center.

RECOMMENDATION 30: The deficiency in the representation of women and minorities in senior staff positions requires urgent attention.

RECOMMENDATION 31: The CFSC should file a semi-annual report on actual expenditures in the previous six months, comparing these with appropriations over the same period. The report should classify expenditures both by budget item and task.

RECOMMENDATION 32: That the CFSC report annually on the "overhead ratio" of its contract operations under IEC grants, care being taken to define "overhead ratio" explicitly.

RECOMMENDATION 33: That future evaluations be more extensive and intensive, being arranged to allow more examination of actual training and its results.

The evaluation team feels that the purposes of the grant are being pursued under the devoted and dynamic leadership of a Director with long experience in the field of communication. The main weakness in the program is the absence of a system of follow-up and of evaluation. With the assurance already given by the Director that steps will be taken to implement most of the evaluation team's recommendations, the team can, with confidence, support continuation of funding of the contract.

I. INTRODUCTION

A. Evaluation Method

The task assigned to the evaluation team of three independent consultants, two of whom are from developing countries in Africa and the third with field experience in Asia, was to review the accomplishments of the Community and Family Study Center (CFSC) under AID grant AID/PHA-G-1177 since its inception September 1, 1977, to date. This grant is an extension of a previous grant, AID/CSD-3314, which covered the period July 1, 1971 through August 1977, and supports a second phase, to cover a period of five years through August 1982, of the program initiated by the first grant.

The Phase II grant requires that an annual evaluation be made by AID during the spring quarter of each year, and that the first such evaluation in April 1978 be a "routine" evaluation. In alternate years there will be "special" evaluations.

The three-member team assembled at the AID Population Office in Rsslyn, Virginia on April 16 for initial briefing and proceeded to Chicago where all its work was scheduled to be done at the campus of the University of Chicago.

Unlike the previous team, this team did not have the opportunity to observe a campus workshop in session, nor was there an opportunity to audit classes. No field visits were involved.

During its stay in Chicago, April 16 through April 29, the team examined a variety of background and supporting documents which included: the evaluation report covering the first five year phase of the CFSC project (July 1971-June 1976), funded by AID Grant (AID/CSD-3314); the Project Paper for Phase II; miscellaneous correspondence; reports of trips made by CFSC staff; the annual report covering September 1977 through August 1978; an interim report for September 1978 through April 1979; and examples of publications of the Center.

Examination of these documents was complemented by interviews* with members of the staff** of the Center, who presented verbal reports of their activities, submitted other documents and reports and answered questions arising from their presentations. The team also examined samples of students' work in the workshops, including film shorts, radio spots, and posters, and visited the communications laboratory and the publications production unit.

Three senior officers of the University Administration, namely the Chairman of the Department of Sociology, the Dean of the Division of Social Sciences, and the Provost of the University, were interviewed by the team.

*Appendix 1

**Appendix 2

A Work Plan for the period January 1 through December 31, 1979 was submitted by CFSC in November 1978 as required by the grant. The work-schedule by month was used by the team as a major guide for expected outputs, since this evaluation, coming as it does at the end of only the first quarter, could not review achievements for the whole year.

The team found the working guidelines which outline AID's Evaluation Summary Format very helpful but timing of the present evaluation so early in the life of the project has determined its content and form. Performance to date has been looked at in the light of the expected accomplishments at the end of the project, as listed in the Project Paper (Part I, c5, pp. 3 and 4).

B. Background of Project

The grant is awarded in support of AID's population and Health Sector Policy* which mandates its Missions and Bureaus to "take all feasible and appropriate steps to help LDCs (1) improve their capacities to deliver contraceptive materials and information to their people and (2) popularize a preference for smaller families...Aid to family planning and health programs may include...disseminating family planning information..." The sector policy also urges Missions and Bureaus to (1) "utilize all forms of aid, including participant training...and encourage unilateral and other bilateral donors to do the same; (2) provide this assistance through...foreign and U.S. non-profit entities such as universities, etc...."

The special emphasis on Information, Education, and Communication (IEC) meets the important objective of implementing one of the two components of successful family planning -- information and service.**

Phase I activities, supported by the previous grant (AID/CSD-3514) were directed principally towards strengthening the capabilities of the CFSC to provide academic programs in IEC at the Master and Ph.D. levels, and to give, through on-campus summer workshops, practical training in education and communication techniques. Another major effort was the establishment and equipment of production facilities in a communication laboratory at the Center.

In Phase II, supported by the present grant (AID/PHA-G-1177) the emphasis has shifted from activities carried out on campus in Chicago, to activities in countries overseas in order to develop and strengthen the expertise of nationals in planning and operating IEC programs.

C. Goals of the Project

The goal of the present five-year training program of the Community and Family Study Center (CFSC) of the University of Chicago, is to assist a selected

*AID Handbook, I, Part III-3, July 7, 1975

**GOAL V--(IEC activity)--FY 80 Congressional Presentation of AID Program

number of developing countries in Latin America and Africa to improve the professional leadership and performance of participants in the information, education, and communication (IEC) components of population and family planning programs. This is a part of an overall effort to popularize a preference for small families and thus ultimately to decrease population growth rates and contribute to economic and social development and improved health. This goal is derived from, and is a localization of GOAL V (IEC) of AID's current program, which is stated as follows:

"To assist developing countries to educate their leaders, family planning program workers and population concerning the population problems and family planning programs. These informational and educational efforts seek to insure that those living in the developing countries have the knowledge to choose the timing and number of their offspring."

The functional goals of the second phase of the program do not differ from the original one of "improving the professional leadership and operational performance of the information, education, and communication (IEC) components of population and family planning programs in selected developing countries". In the light, however, of experience gained during the first phase, the activities proposed for achieving this goal are now listed in a new order of priority and reduced from seven to five, as follows:

TASK ONE. Technical assistance to LDC country Population and Family Planning information, education, and communication operations with special emphasis on planning and use of messages.

TASK TWO. Strengthened population and family planning information, education, communication training capabilities of selected LDC communications teaching institutions.

TASK THREE. A flow of specialized publications and other materials which will improve the knowledge and performance of IEC leaders, operating organizations, and training centers.

TASK FOUR. Assistance in fostering closer cooperation and coordination among agencies engaged in population IEC activities.

TASK FIVE. Continued on-campus support activities in professional degree and short-term IEC education and research.

D. Program Facilities and Personnel

The Community and Family Study Center of the University of Chicago is the operational base of the project.* The CFSC is an independently funded but integral part of the Department of Sociology within the Division of Social Sciences under whose supervision a Divisional Master's program is offered to students enrolled in the Center.

*Appendix 3

The Director, Dr. Donald J. Bogue, is a senior professor in the Department of Sociology, University of Chicago. The senior staff* of the Center includes five assistant directors and two program directors. In addition, there is a technical staff of twelve, an administrative and support staff of seven, five research assistants, three media assistants, ten part-time student secretarial assistants, and three translators. Thirteen locally available experts are employed as needed on a per diem basis as media trainers and technicians.

The CFSC now occupies all of a three story brick building in the southwest corner of the University campus. The building provides adequate space for offices and classrooms, a communications laboratory, modern publications production equipment, and storage space for supplies and equipment.

E. Budget

Project expenditure for the Phase II program to cover the five year period from September 1977 through August 1982 is estimated to be \$2.64 million. Of this amount, \$1,355,973 has already been awarded under the contract to cover the first three years, with the understanding that more than 60 percent of these funds must be used for activities in the selected developing countries.

From September 1, 1977 to March 31, 1979, the CFSC spent slightly over \$1,038 million, out of the total of \$1,356 originally earmarked to last through December 31, 1979. The contract provides for discretionary adjustments between line items. The fact that no regular record is made of these adjustments makes it difficult in the time at our disposal, to determine which budget items, and which subprograms within the overall contract, are running surpluses or deficits. This, in turn, makes it difficult for a team of outsiders to judge whether any particular portion of the overall program is being over- or under-funded.

* Appendix 2

II. FINDINGS AND RECOMMENDATIONS

The following review is derived entirely from interviews, written reports, and other available documents. It is the team's assessment of, and comments on, progress made towards the accomplishment of specific tasks which are expected to have been performed in each of the five categories of activities of the Project (see page (see page 3) at the end of the grant period.

TASK ONE: TECHNICAL ASSISTANCE TO POPULATION AND FAMILY PLANNING IEC OPERATIONS WITH SPECIAL EMPHASIS ON PLANNING AND USE OF MESSAGES.

Target accomplishment A.

Provision of technical assistance to ten LDC -- approved by AID -- to establish active IEC programs in these countries.

Reported outputs: The two types of activities undertaken fall roughly into two types:

- a. Developing "action programs". Eight countries in Latin America, namely Guatemala, El Salvador, Mexico, Nicaragua, Panama, Ecuador, Peru, and Brazil, and two countries in Africa, namely Liberia and Nigeria, received assistance under this activity.
- b. Short-term training workshops to upgrade communication skills.
 - i. One regional workshop attended by 54 participants from 18 countries was held in Nairobi, Kenya, in collaboration with UNESCO, UNICEF, and IPPF (London).
 - ii. Country workshops were held in two African countries, Liberia and The Gambia, and Egypt.
 - iii. A regional workshop took place in Guatemala with 42 participants from 16 Latin American countries.

Plans are already in advanced stages for country workshops in Sierra Leone (July 1979), Ghana (September 1979), a second regional workshop for Latin America (November 1979) and a regional workshop for Francophone Africa, (August 1979).

Comment:

Country workshops have great potential for IEC outreach. However, too many workshops of this kind undertaken at the same time would seem to spread the efforts of the Center's limited staff too thinly, with a disproportionate expenditure of time and money on overseas travel.

In Latin America and Africa, the kind of assistance provided has, presumably, been dictated by the stage of development of the program already

in operation. In Latin America, the Center's efforts have consisted largely of answering requests from local institutions for country-specific research and consultation on IEC problems identified by agencies in the host country.

RECOMMENDATION 1: We recommend that over the life of the project concentrated attention be given to no more than four countries in any one year.

RECOMMENDATION 2: Since the five-year plan envisages workshop activities in African and Latin American countries, early efforts should be made to include Spanish and French speaking technicians on the Center's staff.

The CFSC estimates that there should be about 60 participants in a Workshop within any given country to justify sending a training team. Numbers are not, however, enough to guarantee the quality of the trainees involved. It is not at all clear that simply maximizing the number of participants in a program is the most "effective" means of promoting IEC. If class size is enlarged by taking in trainees with lower ability or less sophisticated training, the level of teaching is likely to be brought down and the progress of the rest of the class is likely to be slowed down. It is quite possible, then, that increasing the size of the program in some cases could actually result in less overall "effectiveness" in some sense. This may well have happened, for example, in the Gambian field workshop, where results were of very uneven quality, judging from the samples of work produced by the participants.

RECOMMENDATION 3: That CFSC determine the level of training to which they wish to gear their specific country workshops, and then encourage the country involved not to enroll trainees who are unlikely to be able to keep up with the pace of the course. A greater effort should be made to train a quality group of participants. There should be closer collaboration with the local selection committee in choosing course participants who are actually key workers in IEC programs or will be in a position to practice the skills taught in the workshops.

A mobile "kit" for teaching the use of audiovisual communication media in the short-term training courses and workshops in the LDCs have been assembled. The kit includes 1) a complete B-Mar portable video set comprising a camera, recorder, adapter, and T.V. set; 2) an audio set comprising a tuner, two cassette recorders; 3) a 35mm camera; and 4) several portable calculators.

The cost of the mobile kit is about \$5,000, and transportation costs are estimated at \$1,500 per trip to Africa.

The country workshop in Liberia cost approximately \$20,000 to assemble. Training 48 students in communications techniques for four weeks cost about \$416 per student, or \$104 per student week. In The Gambia, it cost \$17,000 to train 50 students for three weeks; \$360 for each student, or about \$120 per student week.

Regional workshops, where the CFSC must bear the lodging and travel expenses of participants, are more expensive. In Guatemala, the CFSC's share in an

overall budget of over \$69,500 was \$22,000 and the cost of training a student for a month was \$1,878, or \$470 per student week. In Kenya, where the CFSC contribution to an overall budget of \$90,000 was \$35,000, cost per student was about \$3,519, or about \$390 per student week for the 9-week course. Regional workshops, then, cost only a little less per student than bringing students to Chicago for on-campus training (total cost approximately \$600 per student week).

The Center has taken these conclusions into consideration and has already decided to phase out regional workshops and concentrate on in-country ones.

The communications media which have been emphasized in the training workshops and the use of which is recommended in local action programs are radio, television, posters and leaflets.

The usefulness of leaflets and posters depends on both the level of literacy in the country and the effective targetting of the written material to the reading level of the consumer.

While radio may be an effective means of reaching many otherwise inaccessible families, television is not. In nearly all developing countries, only the urban middle class and the elite, who constitute a small fraction of the total population, can afford television. The urban middle class, moreover, is likely to be a low priority audience. Several studies have shown that their knowledge about, and use of, contraceptives is higher than the rest of the population. The costs of producing commercials, and of air time for television messages, moreover, is much higher than similar costs for producing radio messages. Television is, therefore, less cost effective for three reasons: it costs more to produce, reaches fewer people, and hits the wrong target audience. Encouraging students in LDCs to use television will not only make their efforts in social communication less cost effective, but may further damage social communications efforts by leaving trainees with unrealistic ideas of facilities, strategies, and budgets available for their work.

The CFSC has achieved a high level of expertise in technical training for media communication (i.e., posters, pamphlets, radio/movies/slides, television); to make this expertise even more effective, however, these media must be applied appropriately for each country. The proper mix of media, and the communication strategy, will depend both on the country's level and pattern of economic development, and on its social characteristics. Sufficient thought does not appear to have been given to this consideration, when television was being taught in West Africa, where local governments could not afford to support country-wide television campaigns, and where in any event television messages would reach few people.

While the CFSC has a high level of expertise in the "cool" media which are within the cost range of LDCs (i.e., written, print, radio), there is one "hot" medium which may be particularly effective in promoting attitude change: person-to-person contact. At this juncture the CFSC does not emphasize person-to-person contact in its "media mix". Overall effectiveness in social communication may be improved if this medium is included.

For several reasons the Center has decided to minimize training in the use of television in the overseas workshops. The video system is used for playing

educational cassettes, and to monitor the course in person-to-person communication. Its use in the country workshops will be limited to specific requests from the local committee.

In the Liberian and Gambian workshops, where some of the student radio spots were of high quality, it appears that the program did not take into account two factors which should make the training more effective once it is brought back to the field by the students. The first is audience analysis: little was known about the demographics of the radio audience. Without such knowledge it is more difficult to have an advertisement or message reach its audience with maximal impact. The second is contact and coordination with local radio personnel. Little provision was made to put trainees in touch with the radio stations which would presumably be broadcasting any of their finished output. Good as a product may be, it cannot make any impact unless it is put on the air. Involving local radio personnel more actively in the course might not only help students learn about the intricacies of radio programming, but might also help establish valuable personal contacts, improving the chances of getting messages on the air in effective form.

At the present time, the CFSC receives little feedback from its former students. At the end of each course, an anonymous evaluation form is handed out to students, but the drawbacks of this way of measuring the strengths and weaknesses of the courses are obvious. The student has not yet had an opportunity to test his knowledge in the field; even though anonymous, there is the tendency to spare the feelings of instructors; and there is the temptation to confuse the usefulness of the course with the personal benefit which accrues to the fortunate participants. The CFSC has kept the addresses of participants in the last two summer sessions, but even the whereabouts of many of the previous 1,200 summer graduates are no longer known. CFSC can neither be maximally effective nor even really judge the actual effectiveness in training unless it follows up on its trainees, and solicits feedback from them.

A recommendation that the Center develop methods for follow-up and evaluation of returned participants was made five years ago, but it has not yet been implemented. A well-designed system of evaluation will enable the Center not only to measure the effectiveness of a program in meeting its operational objectives, but also to measure the effectiveness of one particular program in relation to another: for instance, the far-reaching effectiveness of short-term on-campus workshops for high level leaders offering "...genuine technical training of a professional nature" against still shorter in-country courses addressed to workers normally ineligible for foreign travel.

RECOMMENDATION 4: That CFSC develop a system to keep in touch with the graduates of its various training programs, keeping them supplied with the appropriate Population and Social Development (PSD) literature, procuring feedback on the outcome of their training.

Target accomplishment B.

Development of "practical, rapid and inexpensive procedures for evaluating the problems which beset family planning IEC programs and obtaining basic data to improve them on a country-specific basis".

Reported Output: The CFSC's work has concentrated on outreach, yet little effort seems to have been expended in any area to evaluate effectiveness or program-related barriers to success. The monograph, Twenty-five Communication Obstacles to the Success of Family Planning Programs, is the work which most nearly conforms to the requirement of the contract, but this was written under an earlier grant, has not been reprinted or revised, and does not deal at all with country-specific problems and their solutions, as the contract specified. (See Recommendation 5).

Comment:

The team could not find any systematic procedure developed for evaluating either the weaknesses or the strengths of family planning IEC programs. There are no guidelines for quality control in any of the activities of the program, or for obtaining feedback from the participants in courses and workshops. The failure to develop an appropriate method for evaluating and remedying difficulties in IEC programs is a serious shortcoming of the grantee. It is not possible to judge how best to allocate funds or improve programs unless one knows which activities have been effective and where improvements still need to be made, yet the issue of evaluation has not received the serious or substantial attention of the Center. It is imperative that operational and relevant criteria for evaluation be devised not just in training programs; but also in all other areas of CFSC's grant.

RECOMMENDATION 5: That CFSC give first priority to defining program objectives in functional terms in order to facilitate analysis of the problems which beset IEC programs, and come up with an operational framework for improving the effectiveness of country-specific IEC programs. It is further recommended that AID monitor progress of this aspect carefully.

TASK TWO: TRAINING TO STRENGTHEN POPULATION AND FAMILY PLANNING IEC TRAINING CAPABILITIES OF SELECTED LDC COMMUNICATION TEACHING INSTITUTIONS.

Target accomplishment:

Selection of communications departments in eight to ten LDC universities or training centers as training sites and developing competent faculties to teach family planning communication locally or regionally.

Reported Outputs: The CFSC has offered support to these training programs through three types of activities:

- a. Providing graduate training to existing faculty members or persons who will be employed as faculty members.
- b. Providing short-term fellowships or residencies to attend the Summer Workshop, or undergo short-term training, in Chicago.

- c. Assisting in building up libraries, and involvement in short-term training courses, research, or other population related activities in the chosen institutions.

To date the CFSC had initiated activity in four academic institutions:

Universidad Ibero-Americana, Mexico City, Mexico;
University of the Philippines, Manila, the Philippines;
University of Dacca, Dacca, Bangladesh, and
University of Cairo, Cairo, Egypt.

During 1978, the CFSC approached three African universities with a view to extending technical assistance in developing the following departments:

Department of Communication, University of Ghana;
Department of Communication, University of Nairobi, Kenya;
Department of Communication, University of Khartoum, Sudan.

Universidad Ibero-Americana: The most comprehensive attempt to realize the goal as stated involved the Jesuit Universidad Ibero-Americana in Mexico City. In 1977 in collaboration with the University's Masters Program in Communication for Social Development, the Center offered a one semester course covering demographic theory, communication theory, and research relevant to improving IEC programs. The course was taught by Drs. Donald Bogue and Jane Bertrand in conjunction with Mexican guest lecturers provided by the University. The four month residence of CFSC representatives was undertaken as a means of establishing the program quickly as a viable academic and research venture. The participants in the course were graduate students enrolled in the University's M.A. program in communication for social development and auditors representing various family planning and population organizations in Mexico City.

Fellowships were awarded to two faculty members for further study in communications at the University of Chicago. These students were committed to return to the Universidad Ibero-Americana, with Masters degrees, as members of the faculty in population communication. Upon the completion of their studies, however, the University was not yet able to support two new junior faculty members. Both remained in Chicago, therefore, to pursue doctoral studies which would prepare them for more responsible academic positions within the program.

Comment:

The only basis of evaluation of this course is the evidence of its acceptance by the Universidad Ibero-Americana (U.I.A.) as part of its official academic program and the request that the course be repeated in January 1978 for a new cohort of students. However, the course could not be repeated owing to circumstances beyond the control of all concerned (earthquake damage). There is, therefore, no basis at the present time to judge the usefulness of this one-semester course as a means of strengthening the IEC training capabilities of the U.I.A.

University of the Philippines: CFSC efforts were directed towards strengthening the Mass Media Institute and the Department of Education at this University. The Mass Media Institute which had experience in communication research on IEC strategy for family planning was considered to have a good staff but to be deficient in research and pretesting. One young staff member (female) was chosen for masters' level training which should be completed in the winter of 1980. She has proven to be an outstanding student and her university wishes her to continue for the Ph.D. degree although the CFSC is committed at present only to sponsor her through the M.A.

The Center predicts that given the opportunity to continue her training to the doctoral level, this student will be well qualified to undertake the necessary improvement of the area of research pretesting for the Mass Media Institute.

A further attempt was made to strengthen the Department of Mass Communication by offering a post-graduate fellowship to a senior faculty member. During the summer, a professor from the Mass Communications Institute took graduate level courses in Chicago, and participated in the Summer Workshop as both lecturer and special observer with a view to directing similar programs in Manila. Upon her return to Manila she was put in charge of a large long-term UNESCO grant for work in communications and population education.

Comment:

It is too early to judge the effectiveness of these efforts with the University of the Philippines.

University of Dacca: A group of professors from the departments of Sociology, Communication, Demography, Psychology, Social Work, and Education requested aid in forming an interdisciplinary population program.

A local committee has been formed and approved by the University, and a candidate nominated by the committee is presently working in Chicago towards a doctoral degree in communications in the Department of Sociology.

When the program is fully established the CFSC proposes to collaborate with the University to hold a month long workshop in population communication for family planners. This activity is proposed as a means of establishing the authenticity of the program, and demonstrating its academic validity to local population agencies.

Comment:

As it is too early to evaluate the program at the University of Dacca, the CFSC might take into account our comments on feedback and on defining criteria for evaluation, for future assessment.

University of Cairo: A fellowship arrangement similar to that with Ibero-Americana was worked out with the Department of Communication at the University

of Cairo. Three young faculty members, two male and one female, were awarded fellowships and completed their M.A. degrees at the University of Chicago in 1978. The two male faculty members have continued in the doctoral program in Chicago, but the female candidate did not qualify academically for advanced degree work and has returned to the Department of Mass Communication as an instructor.

Institute of Mass Media -- Indonesia: One candidate received a masters degree in the spring of 1977 and has returned to lecture at the Institute which trains journalists, radio personnel, and family planning workers.

Comments and Recommendation:

Responsible faculty positions in most universities are reserved for holders of doctoral degrees. For this reason the evaluation team feels that only candidates trained to this level can be expected to make the kind of academic contribution envisaged by the CFSC in designing this program. We therefore offer the following recommendation:

RECOMMENDATION 6: That the present policy of not encouraging study for doctoral degrees be reviewed so that fellowships for doctoral study can be awarded to candidates who meet a set of well-defined criteria for acceptance into the program for strengthening selected universities.

The CFSC already follows a policy of awarding fellowships under this program only to sponsoring universities which guarantee employment for their candidates upon their return. This practice ultimately works in the best interest of all concerned and serves as a control mechanism in achieving the stated goal. The team highly commends this policy.

The post-graduate work-study fellowships awarded to senior faculty members of universities selected for assistance serve the dual purpose of enriching the Center's academic offering to its Chicago-based students, and realizing over a short term the Center's goal of developing high-level IEC experts.

We recommend:

RECOMMENDATION 7: That increased effort be made in the LDC to recruit senior faculty members to the post-graduate program, and that the Center emphasize participation in all its activities as a part of the fellowship program.

If the subject of population communication is a new one in a university selected for academic assistance the evaluation team recommends:

RECOMMENDATION 8: That the CFSC, when helping a selected university initiate IEC Studies, be prepared to support the recruiting of experienced, academically qualified staff.

RECOMMENDATION 9: That the CFSC undertake to monitor any activity newly established under this program for 3 to 4 years.

TASK THREE: A FLOW OF SPECIALIZED PUBLICATIONS AND OTHER MATERIALS WHICH WILL IMPROVE THE KNOWLEDGE AND PERFORMANCE OF IEC LEADERS, OPERATING ORGANIZATIONS AND TRAINING CENTERS.

The Center has separated this task into two different activities, namely, a) a Documentation and Cataloguing service, and b) Publications and Information materials.

A. Documentation and Cataloguing Services

Target accomplishment:

Collection of pertinent materials for use by IEC components of LDC programs in various areas and distribution of these materials as a professional service to family planning programs, to university libraries, population/research organizations and to institutional organizations working in the population and family planning field.

Reported output:

In October 1977, the East-West Center's IEC documentation service was transferred to CFSC. During the next 18 months the CFSC increased the scope of documentation to a worldwide coverage. CFSC also increased the size of the holdings from about 2500 items to about 4000 items. CFSC published a catalog of its holdings in late 1978, and has distributed this to 800 IEC organizations and institutions in both developed and developing countries. Actual requests for documentation are few: in the period from October 1978 to April 1979, for example, only 36 requests were processed (an average of less than 2 per week). The service is provided free of charge for developing countries and IEC institutions in developed countries; individuals from developed countries must pay for this service. In the past six months 75 percent of all requests came from developing countries.

Comment:

Although use of this source is low, maintaining such a documentation library can be very beneficial to recipient countries. CFSC has achieved significant cost reduction for their service by switching from microfiche (which is both expensive and for many developing countries an inappropriate medium) to Xerox copies, and by reducing the labor overhead.

RECOMMENDATION 10: The CFSC should undertake a study to determine why this valuable service is so little used, and act to increase its outreach if they judge the problem to be "supply-related" rather than "demand-related".

B. Publications and Information Materials

Target accomplishment:

The production of manuals, booklets, newsletters, and monographs that deal with key problems of topics in family planning communication and education, and their distribution to over 600 key organizations around the world.

Reported outputs:

The publications list* of the CFSC includes three types of family planning communication literature: the first are "information publications" whose primary purpose is to disseminate recent research results in the field of family planning. The second type of publications is characterized as "production techniques" or training manuals for IEC workers. The third type of publications is classified as "IEC support publications"; these consist primarily of pamphlets providing information on population communication for IEC workers, and leaflets on contraception for family planning users.

Since September 1977 the CFSC has put out three volumes of "information publications". These are: Family Planning Resume, a digest of current research in family planning collected from more than 50 magazines; Adolescent Fertility: The Proceedings of an International Conference, which documents and analyzes the social and demographic problems associated with teenage fertility; and Communicating Family Planning to Rural Guatemala, which analyzes the attitudinal barriers to the acceptance of family planning. This last volume has also been published in Spanish under the title Perspectivas Para La Planificacion Familias en Areas Rurales de Guatemala. Approximately 1700 copies of each volume have been printed. To date an average of 1400 of each has been distributed free of charge to over 850 family planning organizations around the world. In addition, several hundred copies of each have been ordered on a pay basis by individuals and organizations involved in IEC. Currently in preparation is the second issue of Family Planning Resume.

Two "production technique" manuals have also been published during the period under evaluation: Communication Pretesting, a manual on methods of collecting preliminary feedback on posters, radio announcements, and other forms of mass communication to make the finished product more effective and The Use of Radio in Social Development, suggesting techniques of successful radio campaign development. Approximately 2,500 copies of each manual have been printed; about 1,000 of each have been sent out free to family planning organizations in a large number of countries. In addition, these manuals are used as textbooks in CFSC

*Appendix 4

summer workshops and overseas training courses. Several hundred copies have also been ordered on a pay basis by individuals and organizations concerned with IEC techniques. Currently in preparation are Spanish and French versions of The Use of Radio in Social Development and Communications Pretesting.

The CFSC has published two kinds of IEC support materials. The first is aimed at IEC workers, with the purpose of keeping their information current. This is the Population and Social Development (PSD) Newsletter, a revision of the East-West Center of the University of Hawaii's former IEC Population Newsletter. To date, two issues have been published, with a total printing of about 8,000 copies of the first, and 14,000 of the second. The PSD Newsletter is published in English, Spanish, and French, and its total circulation is now a little under 4,000.

The second type of CFSC's IEC Support Materials is directed at couples of child-bearing age in developing countries. These are leaflets and posters in simple language on contraception. To date over 600,000 leaflets and over 5,000 posters have been printed. Most of these have been distributed in Guatemala and El Salvador, in connection with the CFSC's other projects in those countries. CFSC has also distributed more than 1,000 sets of posters for use as prototypes in other Latin American countries, and has developed several simple pamphlets,* eventually to be released for mass consumption, on different methods of contraception.

Comment:

CFSC's in-house publication service is both rapid (a new book can be processed to completion in only two months) and cost-effective (most volumes cost under \$2 to publish). Over the past 18 months the CFSC has turned out an average of one monograph, training manual, or newsletter every two months; this impressive production schedule, complemented by the low cost-per-copy level which has been achieved, speaks of a high standard of production-line efficiency.

One question which must be kept in mind, however, is whether the material which is being produced so efficiently is of sufficient quality to merit wide-spread distribution. This question is especially germane for "informed publications". Some of these, like Family Planning Resume, are clearly of high quality, and represent significant contributions to the field. Some of the other publications might have difficulty meeting the quality standards which might be set by an independent publisher. "Information Publications" of less than the highest level of quality will not only tend to lower the prestige and hence perhaps the efficacy of the CFSC, but may also impede the dissemination of IEC by spreading confusing or misleading information to organizations and individuals in developing countries who have few other ties to mainstreams of information.

*Appendix 4

RECOMMENDATION 11: Family Planning Resume should be published semi-annually.

RECOMMENDATION 12: To facilitate identification of publications funded under this grant, the preface of each such publication should display an appropriate credit that "this publication has been produced under the project 'Strengthening International Population Communication and Training', funded under a grant from the Office of Population, Agency for International Development."

RECOMMENDATION 13: That "Information Publication" monographs and non-digest volumes authored by the Center's staff be reviewed by at least two outside experienced sources, and that, except in extraordinary circumstances, they be published only on a favorable evaluation by these sources.

The CFSC's "production techniques" manuals meet the need for instructional materials to train IEC communicators. CFSC is filling an important gap by producing this material. This is probably the single most important facet of their publication efforts.

RECOMMENDATION 14: Efforts should be made to expand the scope (fields of communication discussed) and range (languages in which materials are published) of new materials and to keep successful manuals in print.

RECOMMENDATION 15: The training manuals written for the reading level of the target population should be translated as the demand arises, into French, Spanish, Arabic and Portuguese.

RECOMMENDATION 16: That the authorship of manuals include writers other than CFSC staff.

"IEC Support" publications are of good quality. The response to PSD Newsletter has been favorable. Posters and leaflets seem well-designed, but the production and shipment of large numbers of them to developing countries does not necessarily insure that they will be evenly distributed and used effectively.

RECOMMENDATION 17: That the CFSC facilitate the transfer of inception and production of such material to the target countries as soon as possible.

TASK FOUR: ASSISTANCE IN FOSTERING CLOSER COOPERATION AND COORDINATION AMONG AGENCIES ENGAGED IN POPULATION IEC ACTIVITIES.

Target Accomplishment:

Promotion of closer cooperation and coordination among agencies engaged in population IEC activities through conferences, exchange visits, and other group activities resulting in greater exchange of information and reduction of duplication, competition, and contrary recommendations.

Reported Outputs:

1. Visits and Inter-agency Communication. The Director has taken advantage of opportunities provided by his traveling, and occasionally as requested by AID, to visit the headquarters and regional offices of the following international agencies which support population and family planning IEC activities, and to establish direct personal contacts.

UNFPA, New York
UNESCO, Paris
FPIA, New York
IPPF, London, New York, and Nairobi
Population Council, New York
Church World Service, New York
UNICEF, New York, Nairobi, and Abidjan
FAO, Rome
WHO/PAHO, Washington
Development Associates, Washington

Course and workshop announcements, correspondence about planned overseas visits, and publications catalogs have been regularly circulated to each agency.

2. Donors' Conference. During the period under review, the third in a series of conferences of international agencies involved in financial and technical assistance to population and family planning IEC programs was held at the CFSC, December 4-6, 1978. Previously such conferences had been held in December 1971 and March 1975.*

The Conference was attended by 29 participants**, six of whom were CFSC staff. The agenda consisted of discussions of the following five basic issues in IEC for population and family planning:

- i. The production and distribution of prototypes to assist LDC productions.
- ii. IEC for community-based distribution systems: should this be a separate IEC effort divorced from other family planning IEC?
- iii. Does the integration of family planning services with other health and social agencies automatically imply an equal degree of integration for population and family planning IEC?

* Appendix 6

** Appendix 6

- iv. In-country workshops to provide short-term training for population and family planning IEC.
- v. Can the international agencies identify the major remaining communication barriers which hinder the acceptance of family planning and develop a joint strategy for dealing with them?

Comment:

The task of fostering inter-agency and inter-donor cooperation is indeed an onerous one and should normally be beyond the scope of an institution which is itself a recipient of funds. We believe that the Center has made a wise decision in its choice of modus operandi, and we support the continuation of visits to the agencies, the exchange of information and the hosting of conferences.

We note that the proceedings of the December 1978 conference have not yet been published. The longer this is delayed the less likely that the report will be read and efforts made to implement its recommendations.

RECOMMENDATION 18: That the background document for Agenda item V of the Donors' Conference - "Twenty-five Communication Obstacles to the Success of Family Planning Programs" - be translated into Spanish and French, published in the three languages and widely distributed.

RECOMMENDATION 19: To encourage continued cooperation and collaboration in short-term training activities, the Center should develop a matrix of IEC workshops sponsored jointly by all interested agencies. CFSC should take the initiative in planning such workshops and offer the possibility of collaboration to the participating agencies.

RECOMMENDATION 20: More emphasis should be placed, especially during visits to LDCs, on coordination and collaboration of IEC activities at the country level.

TASK FIVE: ON-CAMPUS TRAINING AND SUPPORT ACTIVITIES IN PROFESSIONAL DEGREE AND SHORT-TERM IEC EDUCATION AND RESEARCH TARGET ACCOMPLISHMENTS.

Target accomplishment:

Provision of short-term and long-term on-campus professional training of: faculty members for LDC training centers, leader/managers for major family planning programs, and key technicians of IEC units where not available overseas.

Reported outputs:

The Center offers academic programs at three levels:

- A. The Masters Degree Program: A five-quarter program leading to the Divisional Masters degree in the Social Sciences. This degree is offered under the auspices of the Divisional

Masters Program in the Social Sciences, an interdisciplinary program which offers eight areas of concentration, one of these being Communication for Social Development, with Donald Bogue as its chairman. A ninth option allows the student to formulate his own area of concentration with the approval of the Director of the Divisional Masters Program. As the Center admits students with too wide a range of interests to be encompassed by a single program, it offers three orientations:

- I. Communication for Population and Social Development
 - II. Education for Population and Social Development
 - III. Research in Demography/Family Planning and Social Development
- B. The Doctoral Program: A three-or four-year program leading to a Ph.D. degree in Sociology, Education, Economics, Political Science or Geography with specialization in communication, research or popular education.
- C. Short-term Programs:
- I. The Summer Workshop. A three-month program of courses "designed to be of direct practical use to key persons working in social development programs". Credit given for courses can be applied toward a graduate degree. Non-degree participants receive a certificate of attendance.
 - II. Residencies. Open to senior family planning or social development communication and education specialists working on specific projects or pursuing a special course of study. The residencies are awarded for periods of one to three quarters, and funds are available to pay the cost of transportation to and from Chicago, and all academic and living expenses for four-person housing.
 - III. Short-term Work Visits. The CFSC staff offers specialized assistance on short-term projects of "key persons" who wish to visit the Center for consultation.

Comment:

General. Foreign students currently enrolled in the academic program during the 1978-79 session are distributed as follows:

By Degree: 8 Ph.D. candidates; 5 M.A.; 1 student at large

By Country:	Mexico 3	Bangladesh 2	Egypt 1
	Kenya 1	Indonesia 1	Philippines 1
	Vietnam 1	Korea 1	Sri Lanka 1
	Dominican Republic 1	Ethiopia 1	

By Sponsorship:	CFSC Grant funds	6
	AID Missions	8
	Ford Foundation	1

This total of 15 students is short of the anticipated 25. The program does not, therefore, appear to be receiving adequate support from the major private donor agents, from national governments, or from United Nations agencies. Although the reason for this lack of support is said to be the high cost of training in the U.S., especially when fares are included, it would appear that the benefits of the program have not been presented convincingly enough. It may also be that there is dissatisfaction with the content and quality of the Center's programs.

While the CFSC is currently committed to training students for M.A. and Ph.D. degrees on campus in Chicago, AID and the CFSC should seriously consider whether or not this facet of the program is an efficient use of funds. The cost of tuition, and six semesters of stipend is currently \$15,600, exclusive of travel. This is comparable with the current cost for a month-long in-country IEC social communication workshop, which is supposed to be able to train 40 professionals already working in the field. The total resource costs of training a Ph.D., not including the resources necessary for the candidate to research and write the dissertation, is over \$25,000, exclusive of travel. The CFSC and AID should be quite sure that this enormous cost per individual is a justifiable means of promoting IEC activities.

RECOMMENDATION 21: That AID and the CFSC confer on alternative methods of promoting the advanced training of IEC personnel, taking into special consideration the question of in-country training and cost efficiency. Both the CFSC and AID should recognize that the failure rate of M.A. students is currently about 20 percent, and that the professional resources of the Director and other staff personnel are increasingly being used overseas.

A.I. Communication for Population and Social Development

The academic orientation of the CFSC staff and the facilities of the Communication Laboratory make this program the most obviously attractive to students (four out of the five M.A. students presently enrolled), and hence, the most viable of the three M.A. programs presently offered by the Center. The evaluation team notes that in this program:

- (i) There are only two required courses -- Social Science Concepts and Approaches, and Introduction to Statistics (or its equivalent).
- (ii) That the CFSC faculty spend little time in residence in Chicago.
- (iii) That graduates usually assume supervisory or academic positions at the Center upon completion of the program.

RECOMMENDATION 22: Because CFSC faculty members are not always available for academic counselling, more structure should be built into the course by increasing the scope of required courses; and giving balance to the theoretical and practical instruction required of M.A. students.

RECOMMENDATION 23: That the faculty handling the advanced communications course be upgraded, consideration being given to visiting assignments for senior professional staff from nearby universities.

A.II. Education for Population and Social Development

Until 1977, students under orientation II were admitted to the Department of Education's degree program with a specialization in population education. The coordinator of this program left the Department of Education in 1977; since then it has been organized and administered by the Divisional Masters Program. The evaluation team notes that under the new program:

- (i) Social Science courses predominate while the number of required courses in education has been reduced to a minimum.
- (ii) The Center's students are not included in major academic activities in the Education Department such as the M.A. seminars.
- (iii) This program is administered by a demographer and great emphasis has been placed on the content of population education programs (human ecology, economic development, demography and economic aspects of population).
- (iv) The CFSC recognizes that many overseas students interested in population consider a degree from the Department of Education more valid than the Divisional M.A. in Social Sciences.
- (v) There is at present only one M.A. student enrolled under Orientation II.

RECOMMENDATION 24: That the CFSC make an effort to resume the original procedure whereby the Department of Education administers the M.A. degree in population education. Should this not be possible, consideration should be given to dropping this program.

A.III. Research in Demography/Family Planning and Social Development

The evaluation team notes that from 1977 to present there have been only two M.A. students enrolled in this program.

RECOMMENDATION 25: That this program be dropped and that courses in research be added as requirements to other active programs, and be directly related to technical assistance programs in LDCs.

B. The Doctoral Program

The evaluation team notes that:

- (i) Students continuing from the Divisional M.A. program usually need an extra year to fulfill the Departmental doctoral requirements. Thus, Ph.D. students under the CFSC program usually take five extra quarters to complete their degrees.
- (ii) Students are not admitted under the present grant directly to their specific program; therefore, M.A. graduates who continue often work up to 15 hours a week at the Center. The practical experience they gain is valuable, but the work load is heavy for students already working under adverse time constraints.

RECOMMENDATION 26: That following a review of current AID policies, qualified students be awarded fellowships for doctoral study, with the practical training that these students receive by working in the Center being structured into the CFSC academic program.

C.I. The Summer Workshops

The "Bogue Summer Workshops" on the campus of the University of Chicago have been held for 16 consecutive years, and have been attended by

- a) Newly recruited key staff members of family planning organizations;
- b) Key personnel of national family planning programs;
- c) Faculty members of universities in LDCs which are working on new IEC activities and programs;
- d) Individual students from LDCs receiving academic training at other U.S. institutions.

These workshops have continued to attract fully qualified applicants about 80 of whom sought admission to the 1978 workshop.

The cost per student for the 9-week period has averaged \$2,000, which includes tuition, training materials and living expenses.

Three aspects of communication skills are stressed, each chosen by roughly one-third of the participants:

- a) Mass media skills
- b) Person-to-person skills
- c) Research and evaluation skills.

Eleven courses covering these skills are offered.

In the 1978 workshop*, 50 participants from 15 countries were enrolled, including two U.S. students. All students in the degree programs of the CFSC are expected to, and do, participate in the summer workshops, for which three credits are earned.

The evaluation team agrees with the strong support expressed by the Phase I evaluation team for continuing the summer workshops, but feels that the emphasis on training in practical communications skills should not be made secondary to the academic needs of the degree candidates.

Of interest are the plans to hold parallel courses in English, French and Spanish at the 1979 summer workshops.

RECOMMENDATION 27: The Center should develop procedures for obtaining follow-up reports from participants after they have returned to their countries to ascertain how the skills taught at the workshop are being put into practice, and how appropriate and relevant these skills are to the requirements in their countries.

C.III. Residencies

The evaluation team believes that it is more cost-effective to upgrade the existing qualifications of an experienced professional than to take a young untrained person through a degree program.

RECOMMENDATION 28: That the CFSC emphasize recruitment of qualified professionals for its short-term residency program.

* Appendix 7

GENERAL COMMENTS AND RECOMMENDATIONS

Staffing

The current roster of personnel on the Center is shown in Appendix 2.

It was discovered that Dr. Jane Bertrand, an assistant director, has resigned effective July 1, 1979, and has accepted a faculty position at Tulane University. It became apparent also that Dr. Jay Teachman, another assistant director, is a full-time faculty member at the University of Iowa. He was unable to get to Chicago to meet the evaluation team.

Dr. Bertrand will, evidently, continue to participate in technical assistance activities in Latin America and to collaborate with the Director in the preparation and pretesting of communications publications. Mr. Robert Higgins, program director for communication production and overseas English workshops, will be promoted to assistant director and will be responsible for overall administration of the Center during the Director's more frequent absences from the campus on visits to LDCs (necessitated by Dr. Bertrand's resignation). The Director has given assurances, however, that during the next year, Dr. Bertrand's new position in Louisiana will not seriously curtail her availability.

Dr. Teachman will, apparently, now only teach in the summer workshops, but will continue to collaborate in the writing of textbook and other communications publications.

Comment:

While there is no doubt about the enthusiasm and dedication of the staff under the inspiration and leadership of the Director, there is a lack of qualified and experienced senior staff. Ph.D. candidates, and guest experts are used to fill this gap, the latter on a per diem basis.

There is also an inadequate representation of women and minorities in senior positions.

RECOMMENDATION 29: Efforts should be made to recruit qualified and experienced faculty members who will be available full-time to the Center.

RECOMMENDATION 30: The deficiency in the representation of women and minorities in senior staff positions requires urgent attention.

Budget and Funding

One guidepost for overall effectiveness of the grant was the proportion of funding to be spent overseas. AID officials have indicated that the proportion of funds to be spent on overseas activities was to be over 60 percent. The grant, however, allows for adjustments between line items in the annual budget; hence, expenditures are not always the same as appropriations.

Whether or not the CFSC has met the objective of targetting 60 percent of its contract funds to overseas projects is, not surprisingly, a matter of definition. The Director reckons, following AID definitions, that approximately \$400,000, or 66 percent of each year's \$600,000 grant is used either directly overseas or in "Chicago-based overseas support". It is not, however, immediately clear from available financial records which budget items support which tasks.

The proportion of contract funds being spent directly overseas is considerably under 60 percent. The Director's estimate of the proportion to be spent directly overseas in 1978 is 41 percent.

RECOMMENDATION 31: The CFSC should file a semi-annual report on actual expenditures in the previous six months, comparing these with appropriations over the same period. The report should classify expenditures both by budget item and task (i.e., overseas technical assistance, publications and IEC information, etc.). A short statement on why surpluses or deficits for particular items were incurred should be part of this report, and if appropriate, a revised budget item and task expenditure schedule for the next six month period should be included. It would also be useful to report separately which funds are spent directly overseas.

Comment:

Dollar expenditures should be distinguished from program effect. Merely spending a certain proportion of money at home or abroad does not guarantee a precisely proportional effect of total project output. Not all money is spent with equal effectiveness; program impact is a combination of money spent and impact per dollar. A 60 percent objective for overseas funding, while operational, is less meaningful than an objective for overseas impact. A more meaningful measure of program efficiency (though not of program effectiveness) would be the "overhead ration" -- the proportion of the grant which is spent for administrative costs.

The overhead in the current grant, as projected by the Director, is 20.5 percent for the period September 1, 1977 to August 30, 1979. Here overhead costs are counted as fringe benefits and the "indirect costs" are charged by the University against the grant. From September 1, 1977 to June 30, 1978 the overhead ratio was 16.0 percent. From July 1, 1978 to August 30, 1979, the overhead ratio is projected to be 22.6 percent. The "payload ratio" (100 percent overhead ratio), is therefore expected to decline from 84 percent to 78 percent. Since we do not have overhead ratio data for earlier periods, it is impossible to tell whether the long term trend of the payload ratio has been increasing or declining.

RECOMMENDATION 32: That the CFSC report annually on the "overhead ratio" of its contract operations under IEC grants, care being taken to define "overhead ratio" explicitly. This would show how the overhead ratio changes from year to year, and suggest means by which increases can be avoided.

Overall Program Strategy

The various tasks assigned to the CFSC are not entirely independent of each other: in some sense, all are simply different methods of improving overall IEC effectiveness, and hence, in competition with each other. For this reason, it is important to determine which areas are making the best use of their money. For maximum cost efficiency, all areas should return the same "impact per dollar"; if they do not, overall impact could be increased by moving funds from the areas where impact per dollar is less to areas where it is higher.

An effective evaluation process would require a consideration of the "program effect" of each task, indicating a) the impact which each task area is making, b) the costs of supporting each task area, c) which task areas are currently the most cost-effective, and d) why other areas are less cost-effective. Such an evaluation would help CFSC to make more impact with existing programs.

Future Evaluations

A 2-week visit to the Chicago campus in the spring does not seem sufficient to give this contract the intensive, in-depth evaluation that it deserves. Outside examiners in the future should have more opportunity to obtain firsthand information, not just from current students and trainees, but also from past graduates and others affected by the programs.

RECOMMENDATION 33: That future evaluations be more extensive and intensive, being arranged to allow more examination by actual training and its results. This may include on-site visits to locations where CFSC technical assistance or university strengthening has been attempted.

The evaluation team feels that the purposes of the grant are being pursued under the devoted and dynamic leadership of a Director with long experience in the field of communication. The main weakness in the program is the absence of a system of follow-up of participants and of evaluation of the effectiveness of the various activities.

With the assurance already given by the Director* that steps will be taken to implement most of the evaluation team's recommendations, the team can, with confidence, support continuation of funding of the contract.

* Appendix 8

APPENDIX 1

INDIVIDUALS INTERVIEWED by THE EVALUATION TEAM

William Wilson, Chairman of the Department of Sociology

William Kruskal, Dean of the Division of Social Sciences

D. Gale Johnson, Provost of the University

Donald J. Bogue, Director of the Community and Family Study Center (CFSC)

Jane Bertrand, Assistant Director of CFSC (Communication research: Latin America)

Amy Ong Tsui, Assistant Director of CFSC (Population Education)

Michael White, Assistant Director of CFSC (Research methods and academic
preceptor)

Robert Higgins, Program Director for Production and Overseas Workshops

Michael Hoff, Production Director for the Communication Laboratory

George Rumsey, Editor and Supervisor of the Manuscript Unit

Linus Etyang, Senior Study Director, CFSC

Delia Barcelona, Senior Study Director, CFSC

Carlos Brambila, Senior Study Director, CFSC

Ricardo Vernon, Senior Study Director, CFSC

APPENDIX 2

Community and Family Study Center

ROSTER OF PERSONNEL

Donald J. Bogue, Director

Assistant Directors and Program Directors:

- Dr. Jane Bertrand, assistant director Latin America Programs, Communication Research Methods
- Dr. Amy Ong Tsui, assistant director Family Planning Evaluation, Population Education
- Mr. Michael White, assistant director Community Research and Research Methodology Training
- Dr. Francois Nielsen, assistant director Community Research and Human Ecology
- Dr. Jay Teachman, assistant director Population Education and Family Planning Evaluation (summer only)
- Mr. Robert Higgins, program director Communication Production and Overseas English Workshops
- Mr. Terry Peigh, program director Communication Production (movies)

Technical Staff:

- Michael Hoff Production Director
- George Rumsey Editor and Supervisor, Publications Unit
- Kurt Robson Supervisor, Printing Department
- Mariah Evans Sr. Study Director, Demography
- Linus Ettyang Sr. Study Director and Assistant Production Director
- Ricardo Vernon Sr. Study Director and Assistant Production Director
- Carlos Brambila Sr. Study Director and Assistant Production Director
- Delia Barcelona Sr. Study Director and Assistant Production Director
- Farag El-Kamel Sr. Research Assistant and Sr. Production Assistant
- Mohamed Shaludullah Sr. Research Assistant and Sr. Production Assistant
- Terry Campbell Computer Programmer and Research Supervisor
- Jeff Zekaukas Documentation Service Assistant

Administrative and Support Staff:

- Isabel Garcia Administrative Assistant
- Maggie Gibson Supervisor, Data Processing
- Brette Manale Correspondence Secretary
- Carol Ahlgren Publications Secretary
- Chan Stroman Assistant Supervisor, Manuscript Unit
- Steve Goodman Mail Room Assistant
- Teresa Evans High School Trainee

Research Assistants:

- Kristine Charnowski Family Planning Evaluation
- Ashraf Ahmed Family Planning Evaluation, Demography
- Jay Olshansky Family Planning Evaluation, Demography
- Maria Garcia Communication Research, Pretesting
- Guenet Guebre-Christos Communication Research

Media Assistants

- Margarita Valanzuela Junior Media Producer
- Enrique Garcia Travesi Junior Media Producer
- Cisira Wijeratne Junior Media Producer

Expert Media Trainers and Technicians (per diem):

- Terry Peigh Movies, radio, and marketing strategies
- Dr. Scott Craig Movies, television documentaries
- Ed Spray Television production
- George McVicker Graphic arts

Regular Employer:

- Foote, Cone, & Belding
- CBS-TV
- CBS-TV
- Self-employed

Expert Media Trainers and Technicians (per diem): [Continued]

Mary-jane Snyder	Family planning communication news	Self-employed
Joseph Sander	Scriptwriting	Self-employed
Dr. Fred Reed	Overseas Workshops (Africa)	U. of Montana
Dr. Walter Allen	Nigeria Fertility Research	U. of North Carolina
Courtney Turlington	Media assistant	Self-employed
Donna Ratajczak	Camera operations	Self-employed
Francois Nouthe	French Workshop Instructor	U. of Louvain
Bjorn Berndtson	French Workshops	UNICEF
Dr. Remi Clignet	French Workshop Instructor	Northwestern U.

Publications

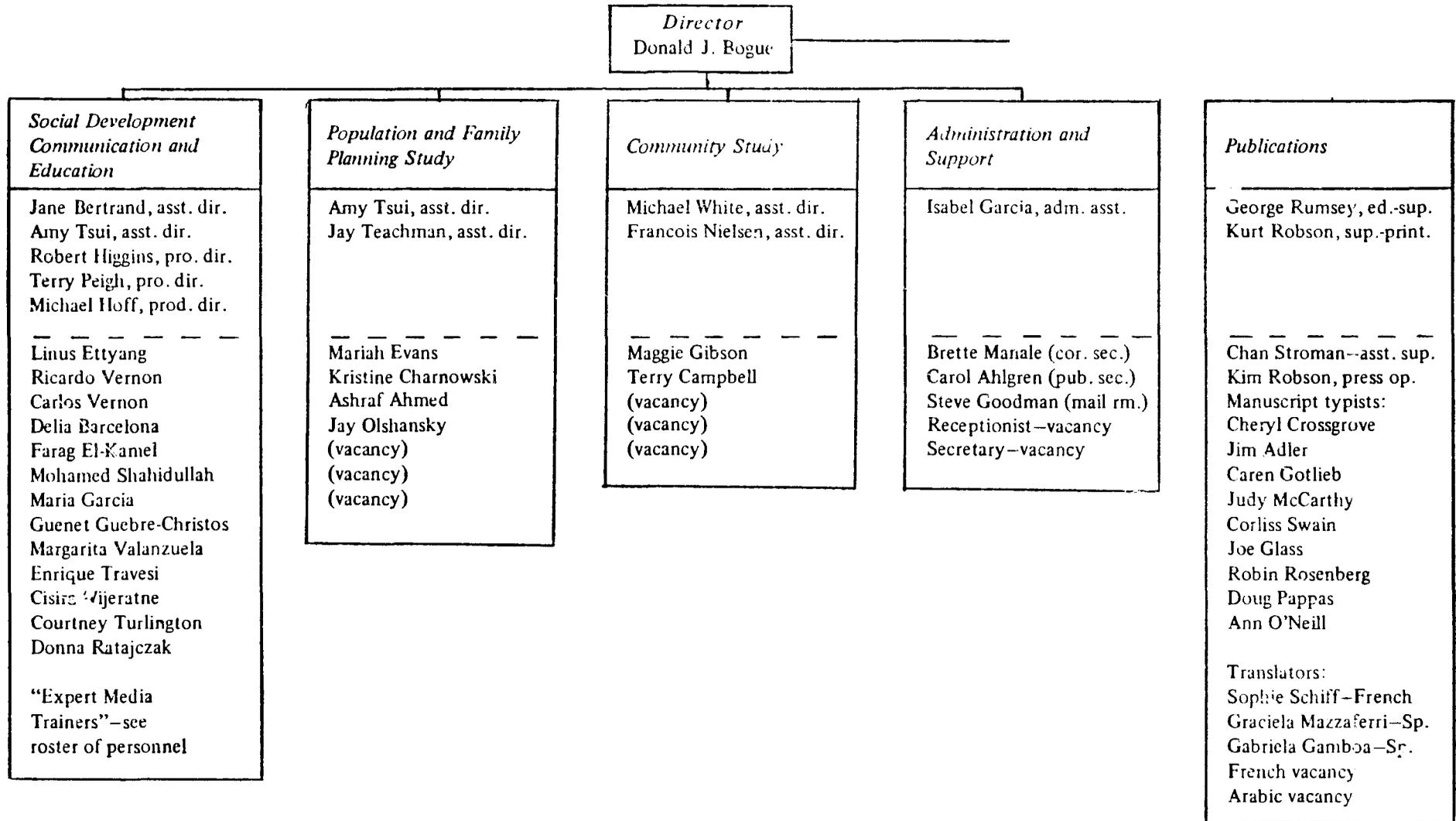
Cheryl Crossgrove	Manuscript typist
Jim Adler	Manuscript typist
Caren Gottlieb	Manuscript typist
Judy McCarthy	Manuscript typist
Corliss Swain	Manuscript typist
Joe Glass	Manuscript typist
Robin Rosenberg	Manuscript typist
Doug Pappas	Manuscript typist
Ann O'Neill	Manuscript typist
Kim Robson	Press operator

Translators:

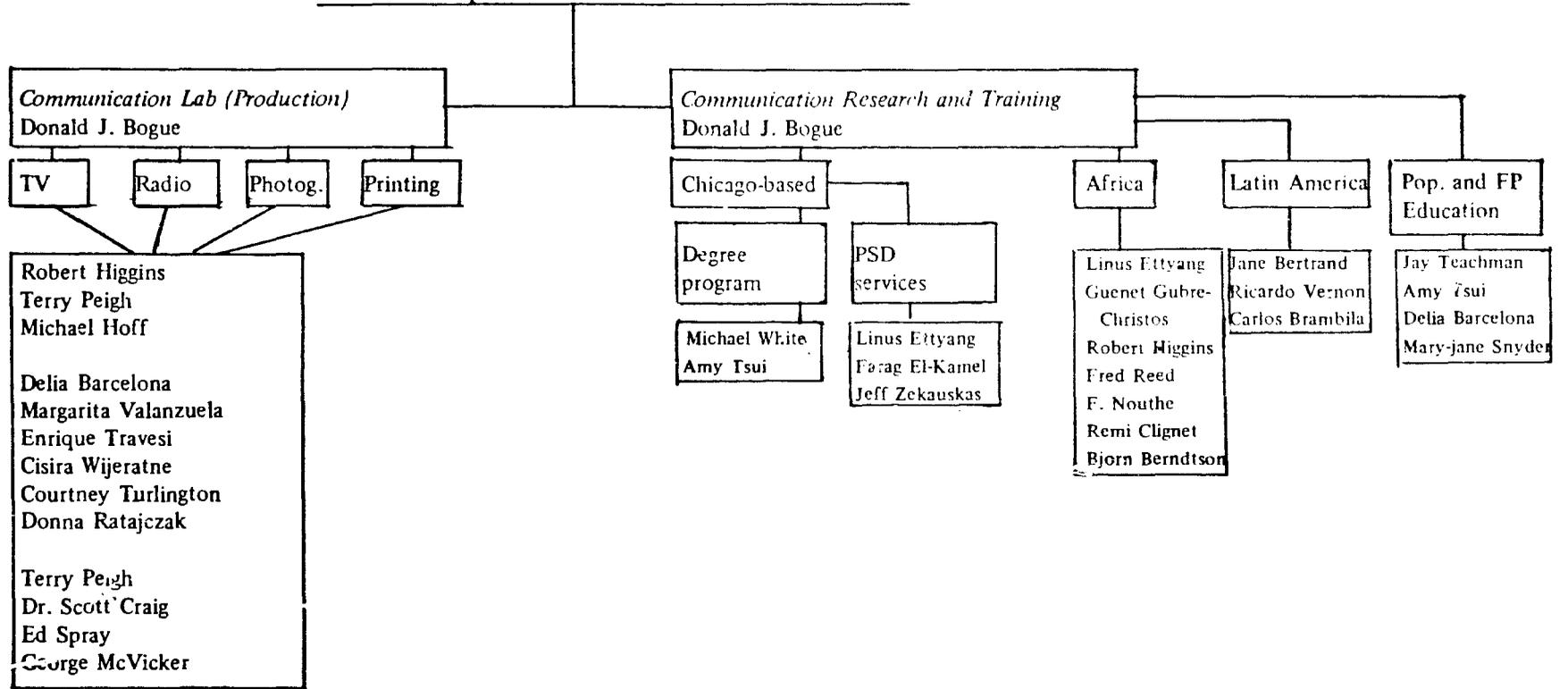
Sophie Schiff	French translations
Graciela Mazzaferri	Spanish translations
Gabriela Gamboa	Spanish translations

APPENDIX 3

Organization of the Community and Family Study Center



Social Development Communication and Education—Breakdown



APPENDIX 4

LIST OF CFSC PUBLICATIONS

PUBLICATIONS

<u>Title</u>	<u># distributed (AID)</u>	<u># printed</u>
Communications Pretesting	1,000	3,000
The Use of Radio in Social Development	1,100	2,500
Communicating Family Planning to Rural Guatemala	1,375	1,800
Perspectivas para la Planificacion Familiar en Areas Rurales de Guatemala	1,175	1,200
PSD Catalogue	1,184	1,500
Family Planning Resume	1,475	2,500
Adolescent Fertility	1,475	1,500
PSD Newsletter # 1 (English)	3,075	5,500
PSD Newsletter # 1 (Spanish)	800	1,000
PSD Newsletter # 1 (French)	600	1,000
PSD Newsletter # 2 (English)	5,500	10,000
PSD Newsletter # 2 (Spanish)	1,475	2,000
PSD Newsletter # 2 (French)	1,175	2,000
7 Different Posters for El Salvador 1,000 copies of each	7,000	7,000
Booklet on Spanish about Method of Contraception (APROFAM)	95,000	95,000
5 Different Leaflets por El Salvador 25,000 copies of each	125,000	125,000
7 Different Leaflets por APROFAM (Gua- temala) 25,000 copies of each	175,000	175,000
3 Different Leaflets por APROFAM (Gua- temala) 25,000 copies of each	75,000	75,000

APPENDIX 5

POPULATION AND SOCIAL DEVELOPMENT

Documentation Service

<u>Source of Request</u>	<u># of Request</u>	<u># of Pages</u>	<u>Date of Request</u>	<u>Date of Response</u>
1. Jakarta	1	Catalogue	10-2-78	10-10-78
2. South Africa	1	Catalogue	10-4-78	10-10-78
3. Michigan	11	469	no date	10-15-78
4. India	2	103	10-17-78	11-13-78
5. Indonesia	14	774	10-25-78	11-26-78
6. Michigan	1	105	10-26-78	11-26-78
7. Kenya	3	213	10-31-78	11-26-78
8. Taiwan	16	1615	11-8-78	11-28-78
9. Nicaragua	1	70	11-13-78	12-12-78
10. Malaysia	1	not avail.	11-23-78	12-13-78
11. Taipei	13*	650	10-23-78	11-13-78
12. Thailand	24*	2010	11-14-78	12-8-78
13. New Jersey	1	Catalogue	11-20-78	12-19-78
14. Indonesia	1	Catalogue	11-22-78	12-20-78
15. Philippines	1	Catalogue	11-27-78	12-19-78
16. India	1	Catalogue	no date	11-29-78
17. Indiana	22	537	11-30-78	12-14-78
18. Hongkong	1	Catalogue	12-1-78	12-19-78
19. Philippines	1	Catalogue	12-21-78	12-26-78
20. India	18	Leaflets	12-7-78	2-8-79
21. Taiwan	150**	Unprovided	no date	12-13-78
22. Egypt	4	17	12-19-78	12-27-78
23. India	151**	Unprovided	12-1-78	1-6-79
24. Oregon	3**	Unprovided	12-27-78	1-16-79
25. Japan	1	Not avail.	1-25-78	2-15-79
26. India	1	Catalogue	11-25-78	2-16-79
27. New York	1	Catalogue	1-26-79	2-17-79
28. India	1	Catalogue	1-20-78	2-17-79
29. Nicaragua	1	80	1-8-79	2-20-79
30. India	7	572	no date	4-19-79
31. Guyana	4	116	12-28-78	1-16-79
32. Indonesia	11	590	3-17-79	5-23-79
33. Germany	1	89	2-23-79	4-16-79
34. Africa	1	Newsletter	no date	4-24-79
35. Maryland	9	Leaflets	no date	2-16-79
36. Wisconsin	7	Leaflets	no date	2-21-79

* Total number of pages does not include materials in microfiche that were not provided due to problems in duplication.

** Voluminous requests that were requested to be further screened. No further communications.

Other Information:

- 1) 5 inquiries from Latin America and 4 from Asia about the type of materials we produce and disseminate. Also four from Africa. These agencies/individuals were sent our PSD Catalogue and newsletter.
- 2) 8 letters from institutions and individuals requesting that they be included in our mailing list.

APPENDIX 6

ORGANIZATIONS PARTICIPATING IN THE THREE DONOR CONFERENCE MEETINGS HELD AT THE UNIVERSITY OF CHICAGO

Organization	First	Second	Third
	December 16-17, 1971	January 26-28, 1975	December 4-5, 1978
American Home Economics Association		X	X
Asia Foundation		X	
Association for Voluntary Sterilization			X
Community and Family Study Center	X	X	
Cornell University.	X		
Development Associates.			X
East-West Center, University of Hawaii.	X	X	X
Family Planning International Assistance (FPIA).	X	X	X
FAO		X	
Ford Foundation	X	X	
George Washington University.			X
Harvard University.	X	X	
International Development Research Cen- ter (IDRC).	X		
International Labor Organization.			X
International Planned Parenthood Federa- tion (IPPF)	X	X	
International Planned Parenthood Federa- tion, Western Hemisphere.		X	X
Michigan State University		X	
National Center for Family Planning, HEW.	X		
National Council of Churches.			X
Office of International Health, HEW	X		
Pan American Health Organization.		X	
Pathfinder Fund	X		
Planned Parenthood/World Population	X		
Population Action Council			X
Population Council.	X		
Population Crisis Committee	X		X

Organization (cont'd.)	First	Second	Third
	December 16-17, 1971	January 26-28, 1975	December 4-5, 1978
Population Reference Bureau	X		X
PRETERM	X		
Rockefeller Foundation			X
Select Committee on Population, House of Representatives			X
Stanford University	X		
U.S. Agency for International Development . .	X	X	X
UNESCO, Population Program	X	X	X
UNICEF		X	
United Nations Development Program (UNDP) . .	X		
United Nations Fund for Population Activities (UNFPA)	X	X	X
University of British Columbia			X
University of North Carolina	X		
Westinghouse Health Systems			X
WHO		X	
World Bank		X	
World Education	X		
World Neighbors	X		
TOTAL	24	18	19

PARTICIPANTS

Third Meeting of International Agencies involved in Financial
and Technical Assistance to Population for Family Planning I-E-C Programs

December 4-6 1978

Dr. Jane Trowbridge Bertrand
7722 Panola Street
New Orleans, Louisiana 70118

Dr. Donald J. Bogue, Director
Community and Family Study Center
University of Chicago
1411 E. 60th Street
Chicago, Illinois 60637

Bonnie Birker
International Family Planning
Education Program
American Home Economics Association
2010 Massachusetts Avenue, N.W.
Washington, D.C. 20036

Mr. Griffith J. Davis
DS/POP/IEI
Room 213 RPE
Agency for International Development
Washington, D.C. 20523

Mr. Werner Fornos
Population Action Council
110 Maryland Avenue, N.E., Suite 302
Washington, D.C. 20002

Ms. Cynthia Green
Director of Population Education
and Communication
Population Crisis Committee
1835 K Street, N.W., Suite 200
Washington, D.C. 20006

Dr. William S. Griffith, Head
U.S. Consortium in Population Education
Department of Adult Education
University of British Columbia
Vancouver, British Columbia
Canada V6T 1W5

Ms. Joyce Holfeld
International Project of the Association
for Voluntary Sterilization
708 Third Avenue
New York, New York 10017

Mr. Robert Higgins
Community and Family Study Center
1825 W. Ridgewood Lane
Glenview, Illinois 19925

Mr. Michael Hoff
Community and Family Study Center
University of Chicago
1411 East 60th Street
Chicago, Illinois 60637

Mr. Erich Hofmann, Director
Development Associates, Inc.
2924 Columbia Pike
Arlington, Virginia 22204

Dr. Stephen C. Joseph
Deputy Assistant Administrator for
Human Resources Development
Bureau for Development Support
Agency for International Development
Washington, D.C. 20523

Dr. Mary Kritz
Assistant Director of Social Science
Rockefeller Foundation
1133 Avenue of the Americas
New York, New York 10036

Dr. Douglas Larson, Project Director
Population Information Services
George Washington University
Airlie Center
Airlie, Virginia 22186

Mr. K.M. Mathur, Director
Department of Mass Communication
UNESCO
Place de Fontenoy, 75
Paris 7e, France

Mr. Richard Pomeroy
Family Planning International
Assistance (FPIA)
810 Seventh Avenue
New York, New York 10019

Dr. Reimert T. Ravenholt, Director
Office of Population
Bureau for Development Support
Agency for International Development
Washington, D.C. 20523

Mr. J.H. Richards
Family Planning and Population
Communication/Education
International Labor Organization
CH 1211 Geneva 22, Switzerland

Mr. Iluminada Ada Rodriguez
Family Life and Population Programs
Church World Service
National Council of Churches
475 Riverside Drive
New York, New York 10027

Mr. O.J. Sikes
United Nations Fund for Population
Activities
485 Lexington Avenue
New York, New York 10017

Dr. Lawrence Smith, Jr.
Westinghouse Health Systems
P.O. Box 866
Columbia, Maryland 21044

Ms. Mary-Jane Snyder
1012 Ashland Avenue
Wilmette, Illinois 60091

Dr. J. Teachman, Assistant Director
Community and Family Study Center
The University of Chicago
1411 East 60th Street
Chicago, Illinois 60637

Dr. Michael Teitelbaum
Staff Director
Select Committee on Population
House of Representatives
3587 House Annex 2
Washington, D.C. 20515

Dr. Clayton Vollan
East-West Communication Institute
1777 East-West Road
East, West Center
Honolulu, Hawaii 96822

Dr. Gerald F. Winfield
DS/POP/IE, Room 213
Agency for International Development
Washington, D.C. 20523

Dr. Robert Worrall, Director
Population Reference Bureau, Inc.
1337 Connecticut Avenue, N.W.
Washington, D.C. 20036

Dr. Joseph Speidel
Deputy Director
Population Office
Agency for International Development
Washington, DC

Mr. Everold Hosein
IPPF
Western Hemisphere Region
105 Madison Avenue
New York, NY 10016

APPENDIX 7

LIST OF PARTICIPANTS (CLASSIFIED BY COUNTRY)
in the
SUMMER WORKSHOP
on
COMMUNICATION—EDUCATION—RESEARCH—EVALUATION—ADMINISTRATION
for
SOCIAL DEVELOPMENT AND FAMILY PLANNING

* * * * *

Community and Family Study Center
Division of the Social Sciences
The University of Chicago
June 14 to August 18, 1978

NOTE: This workshop is comprised of three distinct study groups, each focusing on a particular area of work, as follows:

- Track A. General Orientation, Administration, and Teaching.
- Track B. Communication and Education for Family Planning and Social Development.
- Track C. Research and Evaluation of Family Planning and Social Development Programs.

1978 SUMMER WORKSHOP PARTICIPANTS, COUNTRY,
AND ORGANIZATIONAL AFFILIATION

NAME	SEX	COUNTRY	ORGANIZATION
Adala, Elias	M	Kenya	Population and Health
Aguinaga, Beatriz	F	Brazil	Coordinator of Auxiliary Trainer and Family Planning Patient Ed.
Ahmad, Usman	M	Indonesia	Head of Reporting and Evaluation Dept. National Family Planning Coordinating Board
Ahmed, Ashraf	M	Bangladesh	University of Chicago, Ph.D. Candidate, CFSC
Ahmed, Tahera	F	Bangladesh	University of Chicago, M.A. Candidate, CFSC
Apondo, George	M	Kenya	Medical Officer, Ministry of Health
Balamir, Ali	M	Turkey	Research expert and Ph.D. Candi- date, Hacettepe University
Bhuiyan, Aboul	M	Bangladesh	University of Chicago, M.A. Candidate, CFSC
Biritwam, Richard	M	Ghana	Medical Officer, Planning Unit, Ministry of Health
Boonlue, Tania	F	Thailand	University of Chicago, Ph.D. Candidate, CFSC
Brambila, Carlos	M	Mexico	University of Chicago, M.A. Candidate, CFSC
Bunnag, Aurapin	F	Thailand	Lecturer and Research Associate Institute of Population Studies
Buutap, Nguyen	M	U.S.	University of Chicago, Ph.D. Candidate, CFSC
Darmokusumo, Harry	M	Indonesia	International Health MPH Student University of Hawaii
El Kamel, Farag	M	Egypt	University of Chicago, Ph.D. Candidate, CFSC
Ettyang, Linus	M	Kenya	University of Chicago, Ph.D. Candidate, CFSC
Gani, Ascobat	M	Indonesia	MPH Student, University of Hawaii
Garcia, Travesi	M	Mexico	Social Security Institute
Gunung, I. Komang	M	Indonesia	MPH Student, University of Hawai
Harmon, Greg	M	U.S.	University of Chicago, M.A. Candidate, CFSC
Jalil, Akhtari	F	Bangladesh	Department of Economics, Jagannath College (Dacca)
Khatri-Chhetri, Bidur	M	Nepal	Section Officer, Department of Labor

1978 SUMMER WORKSHOP PARTICIPANTS, COUNTRY AND
ORGANIZATIONAL AFFILIATION

NAME	SEX	COUNTRY	ORGANIZATION
Kwackye, Sylvester	M	Ghana	University of Chicago, Ph.D. Candidate, CFSC
Mabud, Farida	F	Bangladesh	Population Education Programme, Ministry of Education
Mabud, Mohamed	M	Bangladesh	Deputy Chief, Health & Population Planning Commission
Mamoto, Ben	M	Indonesia	MPH Student, University of Hawaii
Masihuzzaman, Md	M	Bangladesh	Deputy Project Director, Population Planning Unit, Department of Labor
Maskey, Mitra	M	Nepal	Family Planning Officer, Nepal Family Planning and Maternal and Child Health Project
Mwajirani, Badi	M	Kenya	Ministry of Health
Naeem, Muhammad	M	Pakistan	M.S. Student, Public Health University of Hawaii
Njoroge, Evelyn	F	Kenya	Research Officer, Evaluation and Research Division, Ministry of Health
Ofanda, Malakai	M	Tonga	Health Education Assistant, Ministry of Health
Omolo, Otieno	M	Kenya	Medical Officer, Ministry of Health
Prakobphole, Rawewan	F	Thailand	Lecturer, Faculty of Communicati- Arts, Chulalongkorn University
Puvaseth, Apinya	F	Thailand	MPH Student, University of Hawaii
Rahaju, Lestari	F	Indonesia	Officer of Training Centre of Family Planning/Trainer
Sangun, Amriwan	M	Indonesia	Chief, Reporting and Evaluation Division, NFPCB, Lampung
Sarwono, Solita	F	Indonesia	Teaching Staff, Faculty of Public Health, University of Indonesia
Suharto, Bar	M	Indonesia	University of Chicago, Ph.D. Candidate, CFSC
Sukadar, Arif	M	Indonesia	Bureau of Reporting and Document- ation, National Family Planning Coordinating Board
Shahidullah, Sheikh	M	Bangladesh	University of Chicago, M.A. Candidate, CFSC
Tamat, Tisnowati	F	Indonesia	Chief, Curriculum Development, Department of Education and Culture

978 SUMMER WORKSHOP PARTICIPANTS, COUNTRY AND ORGANIZATIONAL AFFILIATION

NAME	SEX	COUNTRY	ORGANIZATION
Thapa, Subarna	M	Nepal	Health Educator, FPIMCH Project
Vernon, Ricardo	M	Mexico	University of Chicago, M.A. Candidate, CFSC
Welti, Chanes	M	Mexico	National Director, Mexican Fertility Survey
Widjanarko, Wid	M	Indonesia	Director, Family Planning Training Center
Widjaya, Dewa	M	Indonesia	Trainer of National Family Planning Coordinating Board - Bali
Wolff, Michael	M	Germany	MPH Student, University of Hawaii
Youri, Patricio	M	Ghana	Medical Officer, Ministry of Health
<u>Visiting Scholar</u>			
Bautista, Paulina S.	F	Philippines	Institute of Mass Communication, University of the Philippines
Nizzamuddin, M.	M	Pakistan	
ADDITIONS (As of July 5, 1978)			
Afiesimama, Samuel	M	Nigeria	Ministry of Health
Menancio, Victoria	F	Philippines	Educational Researcher, Dept of Education and Culture

RESPONSE TO THE RECOMMENDATIONS MADE BY THE EVALUATION TEAM

Donald J. Bogue, Director, CFSC

The staff of the Community and Family Study Center was impressed with the thoroughness and seriousness with which the Evaluation Team undertook its work, and with their empathy and quick understanding of both our objectives and our problems. We did our best to help the team get at the unvarnished facts, because we regarded it as an opportunity to get invaluable advice and guidance. They did not disappoint us. The report which has been prepared is a sympathetic yet honestly critical look at our mid-stream position. With the politeness which is characteristic of professionals from materialistically less developed nations, they have pointed to the following weaknesses in our program, which I believe to be wholly valid:

1. We are rushing fast, and are working at the limit of our capacity to handle our responsibility with quality performance. We need to slow down some, place more emphasis on self-criticism of the quality of our work, and be more selective in the assumption of new tasks.
2. We have not paid adequate attention to follow-up and support of the many persons whom we have trained. This places us in a position of not having solid factual data on the impact our work has produced and we are failing to perform an essential function of training -- follow-up assistance.
3. In launching into our Phase II program with its strong emphasis on overseas work we have allowed our M.A. program to decline in enrollment and perhaps in importance in our own thinking. Similarly, we have not appreciated the importance of maintaining a climate and facility for welcoming post-graduate study for senior faculty members of overseas training institutions. There is need to stop this trend and not let the rich environment we have developed here for on-campus communication study deteriorate.
4. In working with in-country training Committees we may have been too passive, too uncritical, and too permissive in their selection of students. We have worked to help improve overseas communication programs without making a frank and honest evaluation of their overall shortcomings, preferring to mend obvious weaknesses without overall diagnosis. We have not worked hard enough to gather what meager data there may be about the audiences, relying on the recommendations and wisdom of local communicators. As a result our impact probably is considerably less than it would be if we were a little more friendly-but-critical of our professional colleagues overseas.
5. We have worked up a good program of in-country education; we have produced manuals and monographs on many of the most important problems of population education and communication. However, we tend to present this material in a rather mass-produced standardized way, without being sufficiently sensitive to the nuances of particular country situations, cultures, and problems.
6. Due to recent departures (Dr. Bertrand) and our policy of using many specialized experts, our central staff is too small. We need a full-time French speaking African, a professional able to speak Arabic, and a Spanish speaking person. When employed, these persons should do more of the overseas work in order to allow the director to spend more of his time at his better skills -- sponsoring graduate training, writing, researching, and interacting with other communication centers.
7. We are evaluating ourselves in rather superficial terms -- the opinions which our trainees and co-workers have of the work we are doing immediately after the training or the work is completed. We have not developed solid indicators of long-term impact and to apply them to test whether we have really made a difference.

These points are all amenable to correction. We will take action to make that correction.

It is, of course, welcome news that the Evaluation Team finds that the activities we have mapped out are validly focused on the goals of the program, and that they approve of those activities, even while emphasizing that they can be improved. There are no major activities which they recommend abandoning because of being irrelevant or of any which they recommend launching because major objectives have been neglected.

If there is any aspect of the Evaluation Report of which we would be critical, it would deal with a familiar term -- "inflation." Each year the work plan laid out for the following year becomes progressively impractical with the budget available, because the work load seems to increase (the needs are multiplying) while funding cannot keep up, because of the importance of reducing government expenditures. Many of the recommendations which the committee makes will cost money to carry out, and can be done only at the expense of dropping something currently underway. For example, taking a person out of the manuscript unit for follow-up correspondence with past trainees will cost about one monograph per year. With our funding for next year fixed at the same dollar amount as the current year, with inflation expected to be in excess of 10 percent, it will be necessary to cut back drastically on some activities in order to carry out some recommendations.

NOT AVAILABLE DOCUMENT

One of the reasons why we work with the minimum possible permanent staff is cost. The cost (including overhead to the University) of one staff member is equivalent to the cost of two overseas workshops. If we were to staff ourselves fully adequately with full-time persons assigned to do the work of our temporarily recruited experts, we could find ourselves in the embarrassing position of having funds for only one or two overseas workshops next year. During times of inflation, I believe it is necessary for AID and other government agencies to expect their grantees to do the same or more work with fewer people -- even risking slight declines in quality in favor of assuring that adequate coverage is given to all of the situations in need of attention. Thus far we have been unable to bring ourselves to decline to accept a new responsibility where we can give it helpful attention by stretching ourselves a little more.

The Evaluation Team is correct in pointing out that there is a limit to this type of thinking. We are currently in a very tight financial squeeze for the balance of this year in trying to carry off the obligations we have already assumed with the budget available, and may be in the uncomfortable position of having to ask for deferment to next year of work scheduled for the current year simply because of inflation.

Following is a brief response to each of the specific 34 recommendations made by the Evaluation Team.

Recommendation 1. We certainly concur in the premise that if the CFSC spreads its staff and budget too thinly over too many projects and too many countries the impact will be less than if we devote more attention to fewer countries. We want to avoid this, for it is equivalent to doing poor quality work.

However, we would not like to be limited to a fixed number of countries in which to work, for the following reasons:

- (a) One of our strengths for AID/Washington has been our willingness and capability to respond promptly to unexpected requests for IEC assistance that originate in the field. It gives AID/Washington a flexibility and a goodwill with the field. Many of these jobs require only a day or two of effort, and are performed en route to or from larger assignments. It is economical to visit three or four countries on each major overseas trip. We have found that the pace of work in most countries is such that they do not need large sustained inputs of time, but short bursts of well-timed inputs at moments of planning, research, or action.
- (b) Although we are holding numerous workshops each year, they all follow a similar pattern, and there is economy in "mass production." We print sufficient copies of basic training materials for several workshops and plan forthcoming workshops on the way to and from current ones. The effort involved is less than might appear if each one were absolutely unique.
- (c) Much of our work is done by a considerable number of specialists who work as contract employees to do a particular job. For each workshop we recruit and prepare the set of specialists we think can do the job best. Thus far, we have had absolutely no difficulty in getting top-quality training teams together. In fact, we have more good applicants than we can use, especially for Asia and Africa. Budget permitting, we can field six or seven workshops overseas per year.
- (d) We do not consider holding a workshop in a country as "concentrated attention." Providing broad consultative, sustained support to a program, such as we have done in Guatemala, El Salvador (ISSS), Indonesia, and Thailand requires much more intensive input. We concur that we cannot, in fact, handle more than two such major assignments successfully at a time, given the numerous smaller tasks and workshops. Thus far, the need for more than two at a time has not arisen, but may well do so in 1980. We must be prepared to acknowledge the fact when we cannot carry through on a program, once begun. Financial strain sets in even before personal strain.
- (e) Much of the work we have been doing in Africa is similar to work now being planned by UNESCO for 1980 and 1981. We are hoping that somehow closer integration between AID's program for IEC in Africa and their program can be brought about, so that instead of "being in charge" of the international aspect of a number of workshops, we would be a partner, with reduced responsibilities and inputs.

This recommendation is valid in its implication that we are working to the very limit of our capacity during 1979, and that we are being very hard pressed to deliver on the schedule we have set for ourselves between June 25 and November 15. We are employing above-budgeted personnel to deliver these promises, in full realization that we must retrench sharply in the period October-December in order to balance our budget, and to recuperate from the effort. This schedule has been dictated by the philosophy of taking advantage of the openings as they arose and when they best could be developed. For 1980 we are attempting to arrange a better-paced schedule, so that fewer major events fall in such a short time.

Recommendation 2. We concur, and currently are looking for a Spanish-speaking replacement for Dr. Jane Bertrand, and a French-speaking African to promote our work in Africa. As quickly as our budget for 1980 is approved, we expect to be able to make appointments. Meanwhile, we are striving to assemble additional persons available to work on short-term notice in French, Spanish, and Arabic.

Recommendation 3. It is possible that we have been guilty of being quite strict with our overseas Workshop Committees on the score of the qualification of the guest lecturers and too lax on the qualifications of the participants. We have specified (a) high school education and (b) employment in a responsible I-E-C post, leaving it to the local committee to choose the participants to be trained. In both Liberia and in The Gambia they failed to fill the quota of 60 we specified (about 50 starters in each case). We do agree that approximately 10 percent of the participants in each class (about 5 persons) were substandard students and did not do more than the minimum amount of work out of incapacity or unconcern. This happens in University courses also. However, in future workshops we will examine carefully the applications of incoming participants, and raise with the Committee the question of suitability of those those that seem weak to us, without robbing the Committee of its prerogative of selecting those of its citizens it thinks best meet national interests.

Recommendation 4. The comments that precede this recommendation are very cogent, and we believe they are valid, and we will try to incorporate them in future overseas training programs. Moreover, we are launching immediately a project to comply fully with the recommendation that we follow up our trainees more closely and keep them supplied with appropriate literature and information.

Recommendation 5. This is a trenchant and valid criticism of our program of work. We have worked with AID/Washington to try to establish guidelines for dealing with obstacles to family planning, but as yet we have made a thorough and systematic evaluation of only one program -- that of Guatemala. Dr. Bertrand has a manuscript almost ready for publication which describes the process for repeating this exercise in other countries. During the coming year we will place the conscientious effort of CFSC fully on carrying out this recommendation, and attempt to provide a diagnosis for every nation in which we work sufficiently to form an evaluation.

Recommendation 6. We concur that in order to strengthen the faculty of overseas universities it is highly desirable to train faculty members through the Ph.D. level. We would welcome clearance from AID to expend fellowship funds in order to do this on a selective basis, each case to be reviewed by the local Population Officer in the Country and by AID/Washington before such awards are made to candidates clearly of Ph.D. quality.

Recommendation 7. We concur. During 1979 we have devoted so much effort to our overseas workshops that we have not made vigorous efforts to bring senior faculty members to the campus for special work. We have had an average of one such person continuously in residence, but the number could be increased to two or three. This will be easier to accomplish when the replacement for Jane Bertrand uses Chicago as his (her) base of operations and when we get a full-time person to work in both French and English speaking nations of Africa.

Recommendation 8. We agree this should be done. It is our hope that local population officers assist. We believe we can help in such recruitment, although we must be careful not to appear to exert "pressure".

Recommendation 9. We concur. It is our plan to follow the progress of each institution and to lend assistance for as long as we can be useful and until the program is a self-perpetuating one.

Recommendation 10. We also are concerned at the low usage rate of our PSD Service. It is of high quality and makes available documents which otherwise are inaccessible. We have made major contributions to a few most active organizations in LDC's. We will undertake the study recommended, and redouble our efforts to be of use.

We believe one explanation of low usage rates is our own publications. Our *Family Planning Resume* and *PSD Communication Newsletter* attempt to capture and encapsule the best of what is current. Our various manuals provide as much of the essential information needed by I-E-C programs as possible. These are sent free of charge to the very organizations we are trying to encourage to use the PSD Documentation Service.

Recommendation 11. We concur.

Recommendation 12. We concur.

Recommendation 13. We concur. Most of our publications are read by several reviewers for criticism, but in the past we have not solicited editorial judgment on publishability. We will do so in the future.

Recommendation 14. We concur.

Recommendation 15. We concur.

Recommendation 16. We concur.

Recommendation 17. We concur with the principle. We tend to produce physical items in Chicago only when the production planning is done in the country and the physical processing is a bottleneck of time or cost in the local country. We also do it as a demonstration, but try to transfer production to local initiative quickly.

Recommendation 18. We will seek AID/Washington clearance for this and will comply if they concur.

Recommendation 19. It is our hope that this will materialize within the next few months.

Recommendation 20. We concur. We have done most of our coordination efforts at the level of the "home office," and have not sought to do much coordination on the in-country level, having thought of it as a function of the local AID officers. Any efforts we make in this direction would be with their approval and participation.

Recommendation 21. The analysis that leads to this recommendation is wholly valid and insightful. Due to the budgetary restrictions, our own fellowship funds are being reduced. Meanwhile, AID overseas officials are reducing their budgeting for in-country training. United Nations is de-emphasizing overseas training. As a consequence, our M.A. enrollment has declined. In response, we have shifted our own expenditures of funds and time to overseas training. However, this trains middle-level personnel, not the high-level personnel that normally seek M.A. and Ph.D. training. At the present moment both AID and United Nations are placing secondary importance to high level training.

Recommendation 22. We are adding at least one additional required course to the M.A. communication program in the coming year. We believe that the M.A. students receive almost continuous academic counselling and almost daily contact for training and work-study, but that the course offerings in advanced communication have not been rich enough. We tried such a course in the spring quarter of the current year, and it appears to fill a genuine need. If this is not sufficient, we will add another.

Recommendation 23. We concur. The replacement for Dr. Jane Bertrand will reside in Chicago, which will greatly improve our capability for on-campus advanced training. Meanwhile, we will explore more fully the already-available system of enrolling students for special courses at Northwestern University and the University of Illinois (Chicago Circle Campus) courses. Both schools have good departments offering media-production courses in movies, television, radio, journalism which are too "applied" for the University of Chicago, aside from our summer workshop offerings.

Recommendation 24. We have already begun to implement this recommendation. The Department of Education has a new chairman, Prof. Charles Bidwell. He has agreed to again sponsor the original program, and we are working out the details for a program in population education leading to an M.A. degree in Education.

Recommendation 25. This course has been maintained as a part of our contract with AID for evaluation of family planning programs. The evaluation team incorrectly notes that AID has sent no candidates to this program during the past two years. AID utilized the program to send two students from Bangladesh in 1977, both of whom completed the M.A. degree. There are no M.A. candidates currently enrolled. The contract which sponsors this program is due to expire on October 1. AID is issuing a new RFP on the program, and we do not know what stipulations it will have for degree training.

Recommendation 26. This recommendation is similar to Recommendation 6, and we concur.

Recommendation 27. This recommendation is a corollary to Recommendation 4, and we are taking steps to comply.

Recommendation 28. This recommendation is related to Recommendations 7 and 21, and we concur. We will discuss with AID/Washington the relative emphasis on budgeting for fellowships to be placed on degree candidates and short-term residencies for senior persons.

Recommendation 29. We are not certain of this recommendation. It is our deliberate policy to spend a substantial part of our budget on per diem specialists instead of spending it on permanent staff. We believe it raises quality, provides flexibility and cuts costs. (We employ people who are top professionals in their field; we can employ the exact skills we need for the length of time we need; and we do not need to pay them when not needed.) However, we do agree that we need additional full-time staff to maintain continuity, and are looking forward to recruiting a replacement for Bertrand and at least one full-time additional person with French-speaking ability.

Recommendation 30. Dr. Amy Tsui (both a minority and a female) has been accepted by the Department of Sociology as Research Associate (assistant professor). In response to this faculty status, she has been named Associate Director of CFSC. We expect our French-speaking African communicator to be recruited to be a minority. Meanwhile, we believe the Evaluation Team underestimates seriously the degree of responsibility and status which the senior study directors, almost all of whom are overseas students (1 Kenyan, 2 Mexican, 1 Philippine, 1 Egyptian, 1 Bengali, and 2 Americans [both Americans]). Perhaps few organizations outside the United Nations (except the East-West Center) has more awareness of race and ethnicity than the CFSC.

Recommendation 31. We deplore extra paperwork, and to the best of our knowledge there has never been a question raised concerning our pattern of expenditures. Each year brings new development during the year which causes the budget expenditures to be different from the original plan. Each of these is cleared with the monitor before it is undertaken. We will comply with this recommendation if requested by AID/Washington. It is our understanding that the regular monthly expenditure reports submitted by the University of Chicago Comptroller often do not provide critical information needed by AID, and it has been our custom to assemble immediately special expenditure data needed but not contained in these reports.

Recommendation 32. We concur that regular University overhead rates, charged by all major universities, are high. Most principal investigators are chagrined at how little of the budget is available to spend on the job for which they assumed responsibility. The CFSC is using every means we know to keep the "payload high." In comparison with most similar government grants, we believe our ratio is among the best. One of the major factors affecting the ratio is the proportion of the total grant devoted to tuition and scholarship stipends, for these are exempt both from overhead and employee benefit charges. As we have shifted from on-campus funding to in-country funding, the budget has substituted salaries of overseas instructors for fellowship funds on campus. Although the ratio may change slightly, the impact per trainee is greater, as the evaluators' analysis on page 8 of their report demonstrates. We certainly concur with the intent of this recommendation that continuous effort should be made to increase impact and productivity by minimizing costs which do not result in accomplishment of the assigned work.

Recommendation 33. We concur that a complete evaluation would involve some first-hand contact with trainees and organizations with whom we have worked. This could be very expensive if it involved international travel for a team. It is believed that questionnaires to obtain measures of impact can be developed by a team and have them mailed by pouch to population officers over the world, asking for their own evaluation and the evaluation of trainees in that country (the population officer would mail the questionnaires and collect them). Meanwhile, if the CFSC initiates the follow-up stipulated in Recommendation 4, we will have much better material proof of our impact than we were able to produce on this evaluation.