

CLASSIFICATION
PROJECT EVALUATION SUMMARY (PES) - PART I

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1. PROJECT TITLE Population Studies and Research Institute			2. PROJECT NUMBER 615-0165	3. MISSION/AID/W OFFICE USAID/Kenya
5. KEY PROJECT IMPLEMENTATION DATES			4. EVALUATION NUMBER (Enter the number maintained by the reporting unit e.g., Country or AID/W Administrative Code, Fiscal Year, Serial No. beginning with No. 1 each FY) <u>615-86-04</u>	
A. First PRO-AG or Equivalent FY <u>76</u>	B. Final Obligation Expected FY <u>84</u>	C. Final Input Delivery FY <u>84</u>	6. ESTIMATED PROJECT FUNDING A. Total \$ <u>2,692,000</u> B. U.S. \$ <u>2,692,000</u>	
			7. PERIOD COVERED BY EVALUATION From (month/yr.) <u>June 1976</u> To (month/yr.) <u>Sept. 1984</u> Date of Evaluation Review <u>Dec. 1985</u>	

8. ACTION DECISIONS APPROVED BY MISSION OR AID/W OFFICE DIRECTOR

A. List decisions and/or unresolved issues; cite those items needing further study. (NOTE: Mission decisions which anticipate AID/W or regional office action should specify type of document, e.g., airgram, SPAR, PIO, which will present detailed request.)	B. NAME OF OFFICER RESPONSIBLE FOR ACTION	C. DATE ACTION TO BE COMPLETED
Prepare a coordinated institutional research plan which fully integrates GOK population/family planning program requirements.	PSRI/NCPD/CBS/USAID	April 1986
2. Training funds for Policy Studies.	GOK/USAID	continuous
3. More space for PSRI.	Uni. of Nairobi	ASAP
4. Major improvements in the library.	Uni. of Nairobi	ASAP
5. Appointment of an experienced administrator to assist the PSRI Director in day-to-day running of the Institute.	UN/PSRI	
6. Increase administrative and support staff with sufficient delegation of responsibility to facilitate smooth running of the Institute.	UN/PSRI	
7. Increase office equipment to facilitate adequate teaching and research.	UN/PSRI	
8. Consideration of minor modifications to the PSRI curriculum.	UN/PSRI	
9. Closer collaboration with other department units within the University.	UN/PSRI	
10. Series of seminars to be organized for the University and Government organizations and population agencies.	PSRI	

9. INVENTORY OF DOCUMENTS TO BE REVISED PER ABOVE DECISIONS	N/A
<input type="checkbox"/> Project Paper <input type="checkbox"/> Implementation Plan e.g., CPI Network <input type="checkbox"/> Other (Specify) _____ <input type="checkbox"/> Financial Plan <input type="checkbox"/> PIO/T _____ <input type="checkbox"/> Logical Framework <input type="checkbox"/> PIO/C <input type="checkbox"/> Other (Specify) _____ <input type="checkbox"/> Project Agreement <input type="checkbox"/> PIO/P _____	10. ALTERNATIVE DECISIONS ON FUTURE OF PROJECT N/A A. <input type="checkbox"/> Continue Project Without Change B. <input type="checkbox"/> Change Project Design and/or <input type="checkbox"/> Change Implementation Plan C. <input type="checkbox"/> Discontinue Project

11. PROJECT OFFICER AND HOST COUNTRY OR OTHER RANKING PARTICIPANTS AS APPROPRIATE (Names and Titles) PH: GMerritt <i>GM</i> PH: LSlobey <i>LS</i> PRJ: SKlaus PROG: RGreen <i>RG</i>	12. Mission/AID/W Office Director Approval Signature <i>[Signature]</i> Typed Name Charles L. Gladson Date <u>7 JUL 1985</u>
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PART II PES - FINAL PSRI EVALUATION

SUMMARY

In June, 1976 USAID and Government of Kenya (GOK) entered into an agreement to establish a multi-disciplinary Population Studies and Research Institute (PSRI) at the University of Nairobi. USAID concurrently contracted with the Population Council to provide long-term technical assistance to PSRI.

Overall this has been a very successful project. The Population Studies and Research Institute is established as an integral part of the University of Nairobi. It has recruited staff, sent eight of them abroad for advanced training and each of them earned the Ph. D degree. The staff is of sufficient size, even though not optimal, to conduct both training and research relevant to Kenya, and other areas of Africa. M.A. and MSc programs in population studies have been approved by the University, and six cohorts of students have enrolled in those courses, with most of the students successfully completing their studies and theses. Several seminars for government officials and others have been conducted and reactions of participants have been favorable. A substantial amount of research has been completed, most of it relevant to the population situation in Kenya.

The assistance of the Population Council during the life of this project in all phases of research and training was provided at a crucial time, and has been of great value to the project and to the Institute. The Council assigned very able, well trained staff to the project who worked not only with Institute personnel but also with personnel in other departments and agencies. The staff of PSRI, including the Director, are appreciative of this collaboration with the Population Council.

PSRI is a young Institute with substantial accomplishments, but much remains to be done to insure its becoming a strong research and training center. The needs are many -- more space, a much better library, more and better equipment, a steady source of funds for student scholarships, improved day-to-day administration, a coherent research plan, regular series of seminars, arrangements for the staff to be able to interact with scholars from other countries, additional staff in other disciplines, more interaction with colleagues in other departments of the University, etc. Many of these needs are the responsibility of the University and the Government of Kenya; however, assistance from USAID and other donors in the very near future could contribute substantially to lessening these problems and to strengthening this promising Institute.

EVALUATION METHODOLOGY

As spelled out in the Project's evaluation plan three project evaluations of PSRI were conducted prior to the final evaluation. The first, a general evaluation, was conducted in July-August 1978. A second evaluation concerned with the curriculum and training program was conducted in 1980. Another evaluation to assess PSRI's first five years was conducted in June 1981. The USAID project paper also called for a final evaluation to be carried out after termination of the project. Although the project ended in September 1984, due to various delays in assembling the team, this final evaluation was not carried out until November, 1985.

The purpose of the final evaluation as defined in the scope of work to PIO/T 615-0510-3-50002 was to assess (1) the extent to which the project has met its overall goals; (2) extent to which the Population Council contract met its work objectives; and (3) to extent to which the GOK met its contribution to PSRI.

The terms of reference for the evaluation called for four participants in the evaluation: a senior population policy expert as team leader, an African demographer, a Kenyan management consultant firm and a representative from the GOK. Dr. Parker Mauldin, senior scientist, the Rockefeller Foundation was selected as the team leader, Dr. Nelson Addo of ESCAP, Addis Ababa as the demographer and Githongo and Co. as the management firm.

The evaluation was conducted in November 1985 and involved a review of project documents, theses dissertations and reports produced by PSRI; and interviews with GOK and donor officials, PSRI faculty, staff and students, and key members of the University administration and social science faculty. Determination as to whether PSRI has developed the institutional capacity was based to a large extent on qualitative judgement.

Unfortunately the three member evaluation team only overlapped for part of their stay in Kenya. Therefore the two draft reports produced by Dr. Addo and Githongo were synthesized and compiled by Dr. Mauldin in New York and mailed to USAID in December, 1985.

GOAL AND PURPOSE

The purpose and overall goal of the project has been to provide and generate high quality population/family planning expertise and research studies required for graduate training for GOK ministries and international and private agencies to assist in planning and implementing effective MCH/FP policies and programs.

To accomplish the above goal, the grant has supported:

1. the establishment at the University of Nairobi of a multi-disciplinary, fully operational Population and Studies Research Institute staffed by highly educated Kenyan professionals who will provide direct assistance in the area of research and training to the Ministry of Health, National Family Welfare Centre (now the Division of Family Health) which has direct responsibility for expansion of GOK family planning services in the rural areas.
2. the development of a research segment within the Institute that will focus the talents and efforts of the Institute's staff, students and associate research fellows from the many areas of the University on policy-relevant activities which will provide responses to the research and evaluation needs of government ministries and other organizations involved in population/family planning activities.
3. the development of a training program which will include a postgraduate program and infusion of new population/family planning curricula into undergraduate courses in various departments of the University.

The first objective has been largely achieved. The professional staff of the Institute includes the director, with a Ph.D in geography, one senior lecturer with a Ph.D in anthropology, another senior lecturer with a Ph.D in demography, four lecturers with degree in statistics, and two mathematicians who teach and participate in the training program, although they are not formally members of the Institute staff. The National Council for Population and Development has called on the Institute staff for research relating to the family planning program, though not as much as would be desirable. Areas that need strengthening include population and economics, and public health and family planning.

The second objective has been met to a substantial extent. Almost all of the research of staff members has been policy relevant, and much of it has been carried out at the request of

and/or with the cooperation of other governmental and non-governmental agencies in Kenya. However, PSRI does not have a coordinated research program. Individual staff members respond individually to various requests and opportunities, with the result that the research efforts are scattered in several subject areas. The staff is willing to engage in a planned, focused research program, and recommended to the evaluators that the Institute should, as a matter of urgency, outline and design a long-term research program. A major difficulty of focusing larger segments of professional efforts in selected research areas is obtaining funding that permits, encourages, and even requires relatively long term commitment of several professionals.

The first part of the third objective, namely, developing a postgraduate training program, has been achieved. Programs for degrees of Master of Arts and Master of Science in Population Studies have been operational for several years, and are continuing. Some changes in the curricula are envisaged, a natural development which should be continued in the future. Plans have been developed for a diploma course to be offered by the Institute, and approval for this program is expected by the Institute with this academic year.

The infusion of new population/family planning curricula into undergraduate courses in various departments of the University has not been accomplished to any substantial degree, although courses in population are offered in departments of economics, geography, and sociology. The structure of the University is such that the Institute is not in a position to assist in this objective unless specifically requested to do so by one or more departments.

The Project Agreement states that if the project has achieved its objectives, the following seven (7) conditions will apply by the End of Project (EOP).

1. A Governing Council will exist which meets once a year to determine broad policies and provide high level guidance for PSRI.

This condition has been fully met. The structure of the University is such that this is normal and routine, and the Director of the Institute has desired and implemented this objective.

2. PSRI will have a core staff of a director and four senior researcher/lecturers.

This condition has been substantially met. The staff consists of a director, two senior lecturers, plus two senior lecturers not on the PSRI staff but who participate in the training program, plus four other lecturers each with a Ph.D. Application has been made for the post of Associate Professor. Given the relative scarcity of trained personnel in Kenya, and the recency of most of the staff having received their advanced degrees, this record seems to be quite good.

3. PSRI will be operating an on-going research program reponsive to requests from ministries and other agencies. This research program should be respected and well utilized.

This has been met to a substantial extent. The research undertaken by staff members is respected, and the findings have been utilized by a number of agencies. Given the relative youth of the staff and the recency of their degrees, we judge the progress in this area to be quite satisfactory. It is recommended that closer relationships be developed between the NCPD and PSRI, in particular, and also between PSRI and other ministries.

4. PSRI will have a Research and Training Board to review research proposals, suggest topics for research proposals, recommend courses to be taught at PSRI, and make suggestions regarding curricula content for special seminars.

A Research and Training Board was constituted in 1978 consisting of the Director of PSRI, members of the Population Council team, and representatives of department chairmen and of the Ministries of Economic Planning and Education. Some research funds were provided by USAID to the University to encourage population research in different University institutes and departments. Some meetings of the Board were held, and research proposals were reviewed. The process did not work well, however, and some research funds were reallocated for training. Thereafter the Board ceased to function. USAID sees real possibility of reactivating this Board; PSRI could rely upon the Government Council to sanction a future, comprehensive research plan.

5. Associate researcher/lecturers from at least eight departments of the University will be involved in Population research activities funded through PSRI and/or using population family planning curricula within undergraduate courses taught in their own departments.

This extremely ambitious and optimistic goal has not been met. PSRI is not in a position to assist in the development of curricula in various departments unless specifically requested, an unusual occurrence in most universities, and it does not have access to funds for research that permit the latitude that would be required to involve researchers from eight or more departments of the University.

6. PSRI will be operating an on-going program of postgraduate courses in population studies.

Programs of degrees of Master of Arts and Master of Science in Population Studies have been operational for several years, and are continuing. Also, the Institute is empowered to award the Ph.D. One of the staff members of PSRI earned his Ph.D at the Institute, and it is anticipated that a small number of advanced degrees will be granted in the future.

7. PSRI will conduct regularly scheduled seminars for opinion leaders, civil servants, secondary school teachers and others, as appropriate.

This goal has been partially met. Several seminars for government officials and others have been held, and it is likely that others will be held in the future. Consideration is being given to offering seminars for district officers, if funding can be arranged.

INPUTS

Since USAID inputs have been covered in some detail in previous evaluations, this section focuses primarily on GOK inputs.

USAID Contribution

The Project Agreement with PSRI has been amended ten times to allow for its continuation beyond the five years originally planned. Grant financing totalled \$2,486,000.

USAID provided technical assistance to PSRI in the form of expatriate advisers under a contract with the Population Council. Population Council staff members assisted in developing the curricula for the M.A. and MSc degrees, and assisted in the training of PSRI students, conducting workshops, working with PSRI staff in the development of research projects, and interacting with personnel in other agencies as consultants, participating in seminars, and carrying out research.

A major part of the assistance provided by USAID was funds for training of Kenyans abroad. A total of 8 faculty members were trained in Sociology/Demography/Mathematics and Public Health with USAID funding. Although the focus of these plans was to train faculty for PSRI, it was recognized that persons trained in population were needed in other faculties, and assistance was provided for this as well (see Appendix VI of evaluation report). Four of the staff members of PSRI received their Ph. Ds abroad under this program, and the two mathematicians who function as part-time members received a year's postdoctoral training. Thus, the training and research program of PSRI has been greatly strengthened as a result of funds provided under the agreement between USAID and the Government of Kenya and the University of Nairobi.

USAID also provided funds for seminars and workshops, commodities, and research and publications.

Government of Kenya Contributions

According to the agreement between the Government of Kenya and USAID, GOK contributions would include the following:

1. A Director for the Institute who will be the academic and administrative head of the PSRI. He will serve as Executive Secretary of the PSRI Governing Council and Chairman of the Research and Training Board. He will also teach, supervise some research activities, and be the chief spokesman for the PSRI in dealings with the University and with outside entities.

This obligation has been fully met. Professor Ominde, the initiator and founder of PSRI, a distinguished scholar and personage, is Director of the Institute, and performs the functions specified above.

2. At least four posts at appropriate level will be established within the PSRI for staff members who have completed their training and receive their Ph.D degrees. These positions are to have conditions of service benefits and status equal to those of academic staff positions in other departments of the University. Others trained abroad under this project will return to established positions within the University and will teach courses and supervise research in coordination with Institute's activities.

Six posts are filled by persons with Ph.D's, two of whom are senior lecturers and four of whom are lecturers. Discussions are under way regarding the creation of a post of associate professor, and it is anticipated that additional lecturer posts

will be created as tutorial fellows complete their doctorates. University salaries are low, but Institute staff receive the same benefits and salaries as do members of departments of the same level and with the same seniority.

Persons trained abroad under this project, but who occupied positions in other departments have returned to the posts which they occupied prior to their training abroad. One of these persons has subsequently accepted a position in Kenyatta University, an example of normal mobility.

3. Facilities to house PSRI Institute including adequate office space for academic and operational staff members and for research assistants and associates, a library capable of housing the Institute's books and periodicals, necessary storage facilities, classrooms, and a room suitable for the planned seminars.

The physical facilities for PSRI staff, students, library, and activities are quite unsatisfactory. There are too few offices, too little space for the library, inadequate classroom space, inadequate space for students to work and study, and too little space in general. The Director of the Institute has frequently called this situation to the attention of University officials, and he remains hopeful, even expectant, that the situation will be improved in the not distant future. The evaluators were told that similar problems exist for some other departments in the University. Nevertheless, the space limitations of the Institute result in a poor training environment and are a significant impediment to research.

4. Salaries for administrative, clerical and service personnel, to include an executive officer, secretaries, clerk/typists, a librarian, a duplicating/photostat machine and operator, a messenger, drivers, office cleaners, etc.

The support staff of PSRI includes a junior administrative assistant, a secretary, chief technician, trainee technician, clerk typist, copy typist, editor, messenger and drivers, and a post for a senior administrative assistant.

5. Financial support for one graduate student in population studies at PSRI the first year, three the second year, five the third year, eight the fourth year, and nine at the end of the project, for a total of 26 work-year's. These individuals will be the research assistants (students with M.A.'s working toward their Ph.D's) who, under the supervision of the senior staff, will carry out much of the research undertaken by the PSRI.

With regard to the first part, this target was not met. The GOK provided one scholarship and the University five scholarships over the last eight years (three of which were given during the current academic year). The PSRI depends upon outside donors to fund its graduate program.

The PSRI does not have a cadre of research assistants. Only one of the staff members has a M.A. degree in statistics and computer science from George Washington University who assists staff with computer programming.

Research is carried out, however, as part of the graduate training and in some cases it is in the shape of team research supervised by one or two professors.

OUTPUTS

Research

The PSRI's research program has clearly addressed itself to the national situation; papers and publications appear to provide a reasonably good picture of the demographic situation in Kenya. The staff publications list and papers have been quite impressive, so far; they cover a wide range of subjects, focusing both at the macro and micro-levels.

Research has been carried out in most of the following areas:

- (i) Population and Development
- (ii) Population Policy and Programs
- (iii) Population and Educational Planning
- (iv) Population Distribution, Mobility and Settlement
- (v) Mortality and Morbidity
- (vi) Family Planning Evaluation Research
- (vii) Determinants of Fertility and Mortality
- (viii) Labour Source Studies
- (ix) the Roles and Status of Women as Related to Development
- (x) Population and Agricultural Change

In addition, population projections and profiles have been prepared for all the districts of Kenya; these will no doubt be very useful for the District Focus Strategy for Rural Development, which the government has recently introduced as a means to bring development planning and its implementation activities to the grassroot level and involve local people in the decision-making process. A few papers produced at PSRI by some of its past staff also can be classified as medical demography.

One should also mention that in a practical demonstration of the mandate which enjoins it to collaborate with government departments in the provision of the requisite information on the country's demographic scene and processes, PSRI has helped extensively in the analysis of some of the major demographic and socio-economic surveys conducted by the Central Bureau of Statistics.

These surveys include:

1. The 1977 National Demographic Survey
2. The 1978 National Demographic Survey
3. 1977/78 Kenya Fertility Survey
4. 1977 Labour Force Survey
5. The 1979 Population Census
6. The 1984 Kenya Contraceptive Survey

These surveys have provided the basis for some high quality student research/theses at PSRI.

One interesting aspect of PSRI's research papers is the anthropological thrust some of them provide towards a better appreciation and understanding of the critical socio-cultural dimensions influencing the development process. These other dimensions, apparent from research findings, should influence thinking for new policy areas, and perhaps also help streamline existing policies. The presence of high-level staff has enabled PSRI to identify and conduct research on some key problems areas of the nation. Work by past as well as present staff members, such as Professor Ominde, (the Director), Professors Henin, Mosley, Mott, Dow, etc., and other external collaborators like Blacker, Werner, Brass, etc., have contributed greatly to the research output of the Institution.

None of the studies fall in the category of institutionally-focused research.* They are individually-oriented research with, at best, a fifth of the papers having been jointly produced with one or two other collaborators. The research again has followed no specific theme, except one or two by Professor Ominde which deal with migration and population distribution in Kenya at the macro-level and provide sufficient baseline data and analysis which can be used for future reference.

* For a discussion of institution-based versus individual-oriented research refer to the Final Evaluation Report, by Parker Mauldin

One can divide the development of research at PSRI into two phases: namely, the period from 1977/78 to 1980/81 and from those years thereafter to 1985, the year of the present evaluation. Phase I research activities are those which have just been described above; it is a phase largely characterized by high-level staff and the Director of the Institute, virtually the only Kenyan on the staff at the time. With the arrival of young, freshly graduated Ph.D local Kenyans on the PSRI staff during the second phase (i.e. after 1981/82), further developments are seen to have taken place in the field of research. These energetic Kenyan staff have already begun to make their debut in the research field, some already showing promising signs of being good researchers. The evaluators felt that they will certainly improve their research output and quality of work with time. Meanwhile, however, they still require direction from the Institute senior staff to enable them to focus on priority areas required for policy activities while at the same time strengthening their analytical skills and capabilities to meet the academic needs of their respective disciplines.

PSRI's Post Graduate Program in Population Studies

The MA/MSc Program at PSRI was started in 1979. The first year (Part I) is course work followed by examinations and the second year (Part II) is devoted to thesis work. So far, five groups of candidates have joined the Institute with a sixth group which started in October 1985, for a total of 42 students.

PSRI's training is geared to help the Government of Kenya formulate and implement a comprehensive population policy. One aim of PSRI therefore is to provide the different government ministries and departments (as well as the University itself) with specialized experts relevant to each, e.g. Ministries of Agriculture, Economic Planning, Health, Labour, Education, etc., as well as such institutions as the National Family Welfare Centre and the National Council for Population and Development. Indeed, it appears that national policies are gradually moving in the direction of increasing the number of planning units in the government ministries and other organizations. If this happens, the need for more population specialists will become obvious.

After the initial, rather heavy, reliance on inputs from expatriate staff, PSRI is now 100 per cent staffed with Kenyans. Including the Director, there are seven full-time senior academic staff; there is also one Tutorial Fellow. Not all population disciplines, however, are represented by the staff. This has led the Institute to draw on the Mathematics Departments of Nairobi University and Kenyatta University

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PART II PES - FINAL PSRI EVALUATION

SUMMARY

In June, 1976 USAID and Government of Kenya (GOK) entered into an agreement to establish a multi-disciplinary Population Studies and Research Institute (PSRI) at the University of Nairobi. USAID concurrently contracted with the Population Council to provide long-term technical assistance to PSRI.

Overall this has been a very successful project. The Population Studies and Research Institute is established as an integral part of the University of Nairobi. It has recruited staff, sent eight of them abroad for advanced training and each of them earned the Ph. D degree. The staff is of sufficient size, even though not optimal, to conduct both training and research relevant to Kenya, and other areas of Africa. M.A. and MSc programs in population studies have been approved by the University, and six cohorts of students have enrolled in those courses, with most of the students successfully completing their studies and theses. Several seminars for government officials and others have been conducted and reactions of participants have been favorable. A substantial amount of research has been completed, most of it relevant to the population situation in Kenya.

The assistance of the Population Council during the life of this project in all phases of research and training was provided at a crucial time, and has been of great value to the project and to the Institute. The Council assigned very able, well trained staff to the project who worked not only with Institute personnel but also with personnel in other departments and agencies. The staff of PSRI, including the Director, are appreciative of this collaboration with the Population Council.

PSRI is a young Institute with substantial accomplishments, but much remains to be done to insure its becoming a strong research and training center. The needs are many -- more space, a much better library, more and better equipment, a steady source of funds for student scholarships, improved day-to-day administration, a coherent research plan, regular series of seminars, arrangements for the staff to be able to interact with scholars from other countries, additional staff in other disciplines, more interaction with colleagues in other departments of the University, etc. Many of these needs are the responsibility of the University and the Government of Kenya; however, assistance from USAID and other donors in the very near future could contribute substantially to lessening these problems and to strengthening this promising Institute.

College to handle the mathematical demography course which, at present, is a compulsory subject. This arrangement, although informal, has worked very satisfactorily so far.

The MA/MSc Curricula

The MA/MSc curricula were first commented upon by Drs. Kantner and Simmons in their evaluation report of June 29, 1981. This was followed up later with a special evaluation of the curricula conducted in 1981 by two external examiners. Based on these recommendations PSRI instituted a revised curricula which was approved in 1982 by the University Senate.

PSRI Seminars

The staff seminars at PSRI seem not to be moving. Staff members recommend that a regular series of seminars be planned. These would permit each staff member to learn the status of research being undertaken by other staff members, and would also provide an opportunity to bring in colleagues from other departments, institutes and organizations, who are working on subjects of mutual interest.

Regular and organized seminars should be instituted and each staff member scheduled to report on his/her research work. Some seminar papers could be published as seminar proceedings for the academic year, or developed into working papers for publication. This would add to the stock of publications by PSRI as an institution.

The Population Council

In 1976 when the agreement between the Government of Kenya and USAID was approved there was not a sufficient number of professionals in the University trained in population studies to support a training and research program in population. There was, however, a desire to start training and develop a research program as quickly as possible. The agreed solution to this problem was to send Kenyans abroad for advanced training as soon as they could be identified and recruited, and to import a small number of foreigners for a few years to serve on the faculty of PSRI. Accordingly, a contract was competitively negotiated with the Population Council, an international scientific and professional organization, chartered in New York, which has been involved in assisting in the development and strengthening of population institutions in developing countries for about three decades.

The contract with the Population Council states that the Population Council team, in cooperation with their counterparts, will be responsible for:

1. Publish and disseminate, annually, by the third year of the project operations, a minimum of six (6) discussion papers and/or research reports.

This was satisfied by the second year of the project. In some years this number was exceeded. Some papers were published in international journals, others as PSRI publications. The latter were policy oriented and were instrumental in getting the leadership to take a strong stand in support of family planning.

PSRI staff undertook analysis of data from the 1977 National Demographic Survey (one paper using this source established for the first time that Kenya has one of the highest rates of population growth in the world), the Kenya Fertility Survey and the 1979 population census. The PSRI also prepared several papers at the request of the Government.

A list of publications by the PSRI staff is listed in Appendix III to the Final Evaluation Report.

2. Develop curricula and other required teaching materials so as to institute and conduct a postgraduate program in population studies.

Curricula have been developed for the degrees of Master of Arts and Master of Science in Population Studies and are utilized in the training program.* There is a problem of obtaining sufficient scholarship funds. In the current year, the University provides for three scholarships and the German Agency for Development funds for four.

3. Teach courses at the Institute and/or in other University departments in a range of population/family planning related subjects.

The Population Council staff contributed substantially to the training program of the Institute, both teaching courses and supervising the research of students working toward the M.A. and MSc degrees. The Director of the Institute expresses satisfaction with the performance of the Population Council

* A list and brief description of the courses as well as a tabulation of degree students by year is included in the Final Evaluation Report by Mauldin et al.

team in assisting in the establishment of the Institute's training program, and in teaching a number of courses and supervising students in their research.

4. Develop or upgrade and update or make more Kenya-specific population-related courses for undergraduates offered by University departments outside the Institute itself.

Population courses are offered in the departments of geography, economics, and sociology. The Population Council team assisted in updating demography and population studies courses in the departments of sociology and economics. Some population information is included in courses in several other departments, but without specific courses on population being offered.

5. Begin during the second half of the second year of project activities a series of special one and two week seminars for civil servants and employees of international and private agencies whose jobs are directly related to population/FP activities.

Five seminars and workshops, the first starting in 1978, were organized for senior civil servants involved in economic and social planning at the province and district levels. These workshops were organized jointly with the Rural Planning Division of the Ministry of Economic Planning and Development. The purpose of these workshops was twofold; first, to discuss interrelationships between population growth and economic and social development and, second, use of population data in economic and social planning. Manuals were produced and distributed to participants who included planning officers, health and agricultural officers as well as provincial and district level officials.

6. Establish a semi-annual journal of the PSRI which will contain various articles and research reports authored by Institute staff and students.

This has not been done, although there is still some discussion of launching such a journal if funding can be found to subsidize it. There is serious discussion among African professionals interested in population about the feasibility of establishing an African population journal, but the difficult problems of funding, establishing a flow of high quality manuscripts, peer review of those manuscripts, editing, publication and dissemination of the journal, all in a timely manner, are yet to be solved. There is need for an outlet for publications by African scholars, and particularly of articles relating to population issues in Africa. However, in the view

of the evaluators and USAID the establishment of a journal for and by PSRI staff only would be too draining of the time and energies of staff time to justify the effort. PSRI staff however, should be encouraged to participate in discussions regarding the establishment of an African population journal.

7. Establish a library with holdings of over 2,000 books and periodicals which is an integral part of the Institute. The Library should be a repository of population-related information, particularly that which is Kenya-specific, and should contain copies of all PSRI research reports and materials.

The library is a branch of the main University library, both formally and in fact. The Institute has no significant involvement in operations of the library. The librarian is assigned by the University library and is not a specialist in population.

PSRI research reports and materials are not routinely acquired by the library. This is due to several factors including inadequate funds for binding reports and lack of initiative on the part of the librarian. Despite these limited holdings, the space now occupied by the library is too small to provide ready access to its holdings, and much too small to provide space for students and faculty to read and make notes.

The Institute does not have a library budget, but can and does submit requests for books and journals. However due to burdensome and cumbersome acquisition and cataloguing procedures the library holdings are far from satisfactory. Space for a library is associated with controversy regarding space for PSRI. There is consensus, and apparent unanimity, within the University that PSRI does not have adequate space.

LESSONS LEARNED

Some of the goals of the project were overly ambitious, e.g. establishing curricula in "at least eight" University departments. There was not adequate recognition of the difficulties of working with a number of different departments when the agreement did not include those departments in the planning, and did not bring tangible benefits to the departments. There was an inherent conflict between (1) starting postgraduate courses before sufficient numbers of Kenyan staff were trained; (2) developing a coherent research program, and (3) providing guidance to newly trained researchers for some years so that they could more effectively work alone -- and to do all this in about seven years. The

evaluators believe three Population Council members who worked at PSRI at the same time would have been more effective if they had more overlap with the newly trained young PSRI staff members. Also, continuation of support for a couple more years would have lessened some of the current problems, and would have contributed towards the development of a long range research plan.

RECOMMENDATIONS

As noted in earlier sections, PSRI is established as a training and research institute as an integral part of the University of Nairobi, and now offers both MA/MSc and Ph.D degrees in population studies. Much has been accomplished in the space of a few years, and with good leadership, improvement in facilities, and limited additional financial support PSRI can become a strong and influential training and research institute for Kenya and the Africa region.

1. Recommendations made in the previous evaluations concerning space for staff, students and library and research facilities are of concern. The space now occupied by the Institute is still quite unsatisfactory. There are too few offices, too little space for the library, inadequate space for the students to work and study, and too little space in general. The space limitations of the Institute result in a poor training environment and are a significant impediment to research. Accordingly, it is recommended that the University provide more adequate space as soon as possible.
2. The library is too small, current acquisitions are few in number and slow in being ordered and received, and it is most unsatisfactory that there are no subscriptions to journals except those that are furnished free of charge. It is recommended that the University take steps to make major improvements in the library at a very early date. There is a need to purchase back copies of the major population and related journals, to provide subscriptions to journals on a continuing basis, to purchase multiple copies of selected books used in training courses, plus the annual purchase of 50-100 books.
3. A major need of the Institute is funds for fellowships so that each cohort of entering students is of adequate size. Although the Government of Kenya has primary responsibility for providing adequate funds for training within Kenya, USAID could assist through the Family Planning Services and Support Project. (PSRI must channel training requests to USAID via NCPD).

4. The Director is seeking to increase the number of staff with training in different disciplines, and this would add strength to the Institute. It is recommended that high priority be given to adding an economic-demographer to the staff.

5. It is important for PSRI to prepare a medium and long-range plan of research which will be institution based and in which most, perhaps all, staff members would participate. This process should help focus the activities of staff on a few important problems rather than continuing the present practice of individual staff members accepting consultancies from a wide variety of agencies on a series of largely unconnected issues. The research program and work plans of staff should be reviewed, approved by the Institute, and also monitored by the leadership in order to maximize productivity. It is also desirable that members of other departments and units of the University be participants in the research program.

It is strongly suggested that the long term research plan be developed in close collaboration with the National Council for Population and Development and the Central Bureau of Statistics to ensure that the program serves the needs of the Kenyan population/family planning program and is coordinated with similar proposed or on-going research. Since NCPD is the primary source of USAID funding for population research, it will ultimately be necessary for PSRI to channel requests through NCPD. CBS also has limited USAID PD & S funding for further analysis of the 1984 Kenya Contraceptive Prevalence Survey. USAID has begun arrangements for a meeting of PSRI, NCPD and CBS to begin joint discussions on how a focused program of research can be developed for Kenya and its priority objectives.

6. Although PSRI faculty and students have produced some high quality, relevant population research, the means of communicating and disseminating these findings to policy makers and agencies have not been developed. PSRI plans to have a documentalist/editor who will edit theses for publication. An effort needs to be made to routinely make copies of the reports available to appropriate population groups in Kenya.

7. To improve coordination a series of seminars should be organized that would include personnel from other departments and institutes within the University, and personnel from government organizations, and other agencies. Similarly, it is recommended that a less formal series of seminars or workshops be held in which students report on research plans and findings, and faculty members might give reports on research planned, in progress, and completed.

8. The role of the Director is and should be concerned with the broader objectives of PSRI, its role in the University, its responsibilities to government agencies, and its relationships with outside organizations. In addition, it must be recognized that the Director is much in demand for other high-level activities, and consequently cannot provide close attention to the day-to-day running of the Institute. An able, experienced administrator or Deputy Director could assist in the day-to-day activities of the Institute. This should be taken as a most important recommendation.

9. As Kantner and Simmons noted in their evaluation of 1981, the authors of this Final Evaluation also make several suggestions to improve the curriculum. In order to broaden the scope of courses available at the Institute, they recommend that PSRI strengthen and consolidate collaboration with other units/departments of the Universities of Kenya. The teaching program could be strengthened by encouraging PSRI students to take relevant courses in other departments and by attracting faculty from other departments to participate in PSRI programs. While a great deal of progress has already been made in strengthening collaborative relationships between PSRI and other relevant units/departments in the University, further efforts need to be made to maximize the use of collective resources and to strengthen and enrich the teaching program.

Although the curricula is satisfactory, certain revisions are suggested. Based on interviews with students it was recommended that less attention be given to formal mathematical demography and more attention to substantive topics. A suggestion was made to combine courses on mortality and development, migration and urbanization, and fertility and development; to add a comprehensive course in population economics, and also a special course on population planning and policies, with suitable adjustments in the number of hours for each course. We strongly endorse these suggestions and requests.

10. Management Capability

It should be noted that the demand for the Institute's services is increasing rapidly. Therefore, the management of the Institute should be in a position to expand its staff in order to meet increased needs.

Listed below are some improvements which would strengthen management capabilities and facilitate the expansion of the Institute in order to meet the demand for its services.

A. Administrative Staff

In the opinion of the evaluators, the administrative staff are not adequate to meet the Institute's demand. Hence, it is recommended that the Director endeavor to appoint necessary staff, such as the administrative assistant, secretary, library assistant, and others necessary for the smooth running of the Institute. Such staff should have the necessary qualification to facilitate delegation of responsibilities. (Their salaries could be supported through percentage-of-effort attributions to the budgets of the research activities).

B. Support Staff

The research program of the Institute could be carried out more efficiently if the staff included a small number of research assistants. Careful monitoring of each research project would be required in order to allocate research assistants more efficiently.

C. Equipment

In order to pursue its objectives, the Institute requires adequate equipment for teaching as well as carrying out research. Equipment, such as a mini computer or hard disk-micro-computers, which can accommodate large amounts of research data, would be required to match the current work load. Electronic calculators would also be useful for simple data analysis. Also, there is need for a photocopying machine, duplicating machine, word processors, and scanning machine.