

PDHBIT-977

66356

Prepared for

Office of Population
Bureau for Science and Technology
Agency for International Development
Washington, D.C.
Under Contract No. DPE-3024-Z-00-8078-00
Project No. 936-3024

**MIDTERM EVALUATION OF THE
INNOVATIVE MATERIALS
FOR POPULATION ACTION
(IMPACT) PROJECT**

by

Susan Philliber
Matthew Friedman
Linda Lacey

Edited and Produced by

Population Technical Assistance Project
DUAL & Associates, Inc. and International Science
and Technology Institute, Inc.
1601 North Kent Street, Suite 1014
Arlington, Virginia 22209
Phone: (703) 243-8666
Telex: 271837 ISTI UR
FAX: (703) 358-9271

Report No. 88-012-103
Published May 9, 1990

TABLE OF CONTENTS

TABLE OF CONTENTS	i
GLOSSARY	v
PROJECT IDENTIFICATION DATA	vii
EXECUTIVE SUMMARY	ix
1. INTRODUCTION: EVALUATION METHODOLOGY	1
1.1 Purpose of Assignment	1
1.2 Evaluation Team Composition	1
1.3 Methodology	1
2. PROJECT DESIGN AND CONCEPTUALIZATION	3
2.1 Introduction	3
2.2 A.I.D's Design and Conceptualization of IMPACT	4
3. PROJECT IMPLEMENTATION	9
3.1 Overview	9
3.2 Materials Produced	9
3.3 The Distribution of Materials	10
3.4 Ad Hoc Requests	20
3.5 Other Tasks	21
4. TARGET GROUP PERSPECTIVES ON THE PROJECT: THE DONOR COMMUNITY	23
4.1 Introduction	23
4.2 Knowledge and Use of IMPACT Materials and Services	23
4.3 Knowledge of Impacts and Uses of the Materials and Services	26
4.4 Collaboration among CAs	27
4.5 Attitudes on the Usefulness of the IMPACT Project	28
4.6 Suggestions for New Booklets, Materials and Services	29
5. TARGET GROUP PERSPECTIVES ON THE PROJECT: USAID MISSIONS	31
5.1 Introduction	31
5.2 Receipt of Materials	31
5.3 Distribution of Materials to Others	31
5.4 Evaluations of the Project	31
5.5 The Use of IMPACT Materials	33
5.6 The Priority of IMPACT	34

6.	TARGET AUDIENCE PERSPECTIVES ON THE PROJECT: POLICYMAKERS IN LESS DEVELOPED COUNTRIES	35
6.1	Characteristics of Respondents	35
6.2	Distribution of the Materials	35
6.3	Evaluation of the Materials	37
6.4	Specific Uses of the Materials	40
6.5	Perceived Source of the Materials	41
6.6	Perceived Impact of the Materials	41
6.7	Comparing IMPACT Materials to Others	43
6.8	Future IMPACT Publications	44
7.	SUBPROJECT COUNTRIES	47
7.1	Introduction	47
7.2	Evaluation of Three Major Subprojects	49
7.3	Outcomes of the Minor Tasks by Country	59
8.	MANAGEMENT AND ADMINISTRATION	61
8.1	Project Staff	61
8.2	Advisory Panel	64
8.3	Project Management	65
8.4	Administrative Systems and Deliverables	65
8.5	Yearly Work Plans	67
8.6	IMPACT Budget	67
8.7	Use of Project Resources	69
8.8	Relationships with Subcontractors	72
8.9	Relationship with A.I.D./Washington	73
8.10	Collaboration with Other Projects and CAS	73
9.	EVALUATION	75
9.1	Overview	75
9.2	Informal Evaluation	75
9.3	Formal Evaluation	75
10.	CONCLUSIONS AND RECOMMENDATIONS	79
10.1	Conclusions on General Effectiveness	79
10.2	General Recommendations for a Follow-On Project	79
10.3	Content and Design of Materials	80
10.4	Distribution of Materials	81
10.5	The Subprojects	82
10.6	Collaboration at Several Levels	83
10.7	Project Management	83
10.8	Evaluation Activities	84

LIST OF TABLES

Table 2-A:	Summary of Proposed Task Scheduling for the Total Project	6
Table 3-A:	Proposed Deliverables Versus Project Implementation to Date	11
Table 3-B:	Distribution of IMPACT Materials by Area (through 10/5/89)	12
Table 3-C:	Distribution of Selected IMPACT Book- lets by Area	13
Table 3-D:	Total IMPACT Materials Sent to Each Country	14
Table 3-E:	Distribution by Country of Family Planning Saves Lives and Contracep- tive Safety	17
Table 3-F:	Circulation of Magazines Participa- ting in Global Edition	19
Table 3-G:	Number of Ad Hoc Requests and Number /Percentage of A.I.D. Staff Requests by Project Period	20
Table 3-H:	Ad Hoc Requests Processed by IMPACT	21
Table 4-A:	Materials Received, Read and Used by CAS and Donors	24
Table 4-B:	CA and Donor Community View on how Policymakers in Developing Countries View Materials	26
Table 4-C:	CA and Donor Community Perceptions About the use or Impact of Materials in Developing Countries	27
Table 4-D:	Usefulness of IMPACT Materials as Compared to Similar Policy Materials	28
Table 4-E:	Perceptions of CAS and Donors on the Priority that Should be Given to a Special Dissemination Project	29
Table 5-A:	Receipt of Materials by Missions	32
Table 5-B:	Distribution of IMPACT Materials from Missions	33
Table 5-C:	Mission Views on Making A.I.D. Sup- port Visible	33
Table 5-D:	Mission Perceptions of Uses of IMPACT Materials	34
Table 5-E:	Perceptions of Missions on the Priority that Should be Given to a Special Dissemination Project	34
Table 6-A:	Characteristics of Respondents to the Survey by Country	36
Table 6-B:	Receipt of Materials	37
Table 6-C:	Evaluation of Materials: All Countries	38

Table 6-D:	Evaluation of Materials by Country	39
Table 6-E:	Specific Uses of Materials by Country	40
Table 6-F:	Perceived Source of the Materials	41
Table 6-G:	Perceived Impact of the Materials	42
Table 6-H:	The Comparison of IMPACT Materials to Other Materials by Country	43
Table 6-I:	Planning for Future IMPACT Publica- tions by Country	45
Table 7-A:	Summary of IMPACT Subprojects	48
Table 7-B:	Minor Tasks by Country	60
Table 8-A:	The IMPACT Budget (US Dollars)	70
Table 8-B:	Budget Totals for Each Component	71
Table 9-A:	Evaluation Task Orders	76

LIST OF FIGURES

Figure 1	IMPACT Organizational Chart	62
----------	---------------------------------------	----

LIST OF APPENDICES

Appendix A	Subprojects
Appendix B	Summary of Methodology for Distributing In-country Questionnaires to Policymakers
Appendix C	Evaluation of IMPACT PIP Project
Appendix D	Trip Report to Ghana
Appendix E	Evaluation Scope of Work

GLOSSARY

A.I.D.	United States Agency for International Development
A.I.D./W	United States Agency for International Development, Washington
ANE	Asia, Near East Bureau
APHA	American Public Health Association
CA	Cooperating Agency
CBD	Community-based distribution
CEPAR	Center for Studies on Population and Responsible Parenthood
CERPOD	Center for Applied Research on Population and Development
CTO	Cognizant Technical Officer
DHS	Demographic and Health Surveys
ESCAP	Economic and Social Commission for Asia and the Pacific
FHI	Family Health International
FISA	Fianakaviana-Sambata (Madagascar)
FPA	Family Planning Association
FPFS	Family Planning Private Sector (Kenya)
FPSD	Family Planning Services Division
FPST	Family Planning Saves Lives
HPN	Health, population, and nutrition
ICI	Intercultural Communications, Inc.
IEC	Information, education, and communication
IPPF	International Planned Parenthood Federation
IRD/Westinghouse	Institute for Resource Development, Inc. (formerly Westinghouse Public Applied Systems)

IUSSP	International Union for the Scientific Study of Population
IMPACT	Innovative Materials for Population Action Project
LAC	Latin America and the Caribbean
LDC	Less developed country
MCH	Maternal and child health
MLR	Mailing List Representative
MOH	Ministry of Health
NFP	National Family Planning
NGO	Non-governmental organization
NPN	Needham, Porter, and Novelli, Inc.
PCS/JHU	Population Communication Services/Johns Hopkins University
POPTECH	Population Technical Assistance Project
PRB	Population Reference Bureau, Inc.
RAPID	Resources for Awareness of Population Impacts on Development (RAPID III) (project)
REDSO/ESA	Regional Economic Development Support Office/ Eastern and Southern Africa
SPI	Sahel Population Initiatives Project
TIPPS	Technical Information on Population for the Private Sector
TFG	The Futures Group, Inc.
USAID	United States Agency for International Development (Missions)
UNFPA	United Nations Population Fund
ZNFPC	Zimbabwe National Family Planning Council

PROJECT IDENTIFICATION DATA

1. **Scope:** Worldwide
2. **Project Title:** Innovative Materials for
 Population Action (IMPACT)
3. **Project Number:** 936-3035.02
4. **Contract/Grant Number:** DPE-3035-C-00-5049-00
5. **Critical Project Dates:**

 Grant Agreement: August 1985
 Project Assistance Completion Date: August 1990
6. **Project Funding (\$ millions):**

 A.I.D. Central Funding: \$5,941,391
7. **Mode of Implementation:**

 A.I.D. Central: Contract agreement between Office of
 Population, Policy Division and the
 Cooperating Agency (Population
 Reference Bureau, Inc.)
8. **Contractor/Grantee:**

 Population Reference Bureau, Inc. (PRB)
 777 14th Street N.W., Suite 800
 Washington, D.C. 20005
9. **Subcontractors:**

 - The Futures Group, Inc. (TFG)
 - Intercultural Communications, Inc. (ICI)
 - Needham, Porter, and Novelli, Inc. (NPN)
10. **A.I.D./Washington Project Manager:**

 Virginia Poole
 ST/POP/PDD
 A.I.D., Washington, D.C. 20523
11. **Previous Evaluations/reviews:**
 - a. A.I.D./PRB management review, covering the period
 September 1985 to November 1986.
 - b. A.I.D./PRB management review, covering the period from
 October 1986 to November 1987.

EXECUTIVE SUMMARY

INTRODUCTION

Prior to the IMPACT project, most efforts to disseminate important population research findings were targeted to the developed world population community and/or research specialists. As a result, little information was getting through to policymakers and other leaders in less developed countries (LDC), and the information that was transmitted was often very detailed and technical. In an effort to remedy this situation, the United States Agency for International Development's (A.I.D.) Office of Population designed the IMPACT project to communicate selected population research findings to less developed country (LDC) policymakers and the population donor community in formats that would maximize their reading and utilization. The project was to include two major tasks: 1) the development of general publications and materials, including responding to *ad hoc* requests for materials; and 2) the provision of support to LDC institutions to augment their capability to increase use of research findings on population and family planning; this involved the development of major subprojects and a number of minor dissemination activities. The project contract was awarded to the Population Reference Bureau (PRB) in the amount of \$5,941,391 for the five-year period August 1985 to August 1990.

The purposes of this evaluation of the IMPACT project were threefold: 1) to assess A.I.D.'s design of the project and recommend modifications for a follow-on project; 2) to evaluate PRB's performance in carrying out the project; and 3) to assess the impact of the project's activities. The methodology employed involved the use of several different kinds of data, including survey data from USAID missions; survey data from A.I.D. Cooperating Agencies (CA) and donors; survey data from policymakers in developing countries; a management review of contract performance via interview, record review, and observation; interviews with subproject personnel; a review of project documents; and a review of data gathered from a site visit to Ghana.

Overall, IMPACT activities and projects are well received and perceived to be useful for policy change by those who know about them. A third of the policymakers surveyed in LDCs say these materials have thus far made a noticeable contribution to population or family planning policy in their countries. There is substantial support among all audiences contacted for continuation of a project like IMPACT.

PROJECT IMPLEMENTATION

Content and Design of Materials

IMPACT has produced a large number and range of professional, attractive, accurate and well-received materials about population issues whose topics are perceived as relevant, important, and useful by different audiences. Concern has been raised, however, about the ability of the materials to appeal to all decision makers in all developing countries. There is a high demand for materials that contain more local and regional information. In order that they be perceived as credible, it is also important that they convey primarily local, rather than U.S., endorsement and involvement in material content.

Distribution of Materials

The very process of this external evaluation has shown that the IMPACT project had to face many obstacles in its distribution of materials. However, even with these constraints in mind, it is clear that the present distribution approaches used by IMPACT have not been successful in reaching great numbers of the intended target audience. The present mailing list strategy is costly, labor-intensive, and somewhat inefficient. On the other hand, IMPACT materials are being received and used by audiences other than policymakers, in such activities as training.

The Subprojects

There are several indications that the subprojects have been relatively successful, and this seems to be true, in part, because they are more tightly targeted efforts. For example, IMPACT selected countries where it could complement the work of other CAS involved in policy development and implementation. The subprojects and minor country tasks have generated booklets that highlight successful family planning programs in the public and private sectors and that can be distributed to other countries to increase the use of modern family planning methods. In addition, IMPACT, through its major subprojects, used a number of dissemination strategies - radio, newspapers, RAPID presentations and country-specific booklets, to remind the policy elite about population issues. At the same time, there is a need for more external reviews and testing prior to releasing country-specific booklets;

*The RAPID presentation developed by the Resources for Awareness of Population Impacts on Development (RAPID III) project is an interactive computer simulation model which uses colorful graphics generated on a large screen to show population and development relationships.

limited transfer of technology is taking place; and computer hardware is being provided to very few countries.

Collaboration at Several Levels

IMPACT is perceived by various audiences as providing an important service to their own activities through the production of high-quality materials. Because population policy change will require a variety of strategies and actors, collaboration on many different levels appears essential for the success of IMPACT and for making it a valuable supplement to other population policy activities.

Project Management

Overall, project management is functioning smoothly: project managers and staff at IMPACT are competent and dedicated, staff morale is high, and although the in-house record keeping systems have been inadequate, they are improving. There are, however, some areas in which changes could be made that might improve the operation of the project. For example, IMPACT staff do not travel to the field as often as some projects and missions would like and work plans have not been useful because they are quickly out of date and are too cumbersome in format.

Evaluation Activities

IMPACT's evaluation component has produced useful data and evaluation activities have focused on what would seem to be the most important project questions. However, evaluation activities have often had to rely on small, unsystematic, and potentially biased samples.

RECOMMENDATIONS FOR FUTURE DIRECTIONS

There should be a follow-on project, incorporating the following suggestions:

1. The primary allocation of resources in a follow-on project should be on subprojects which utilize a) local or regional materials; b) collaboration with other CAs to increase the number of strategies being used to reach policymakers and thus enhance the project's impact; c) transfer of technology and skills to insure sustainability, and d) tighter targeting of audiences for receipt of various materials and strategies.

2. Response to *ad hoc* requests should continue, provided that the overall time allocation for them does not absorb more than a minor portion of project resources.

3. Minor country tasks should also continue provided that the activity is likely to produce some discernible impact on population policy issues in developing countries.

Section 10 of this report discusses additional specific recommendations that support these general recommendations.

1. INTRODUCTION: EVALUATION METHODOLOGY

1.1 Purpose of Assignment

The purposes of this evaluation of the U.S. Agency for International Development's (A.I.D.) IMPACT Project were threefold:

- To assess A.I.D.'s design of the project and recommend modifications for a follow-on project;
- To evaluate the contractor's performance in carrying out the project; and
- To assess the impact of the project's activities.

1.2 Evaluation Team Composition

A multi-disciplinary team of specialists worked together from March to December 1989. The team consisted of Dr. Susan Philliber, a social science researcher and team leader; Dr. Linda Lacey, a population policy expert; and Mr. Matthew Friedman, an evaluation specialist.

1.3 Methodology

A total of five meetings with the Population Reference Bureau, Inc. (PRB) and A.I.D. took place over the 10-month period of the evaluation in order to discuss the scope of work and evaluation strategy, develop and refine the implementation methodology, and review the overall components of the IMPACT project. During these meetings, the team received background materials from both A.I.D. and PRB, and interviewed the relevant players. The team also attended IMPACT's third advisory panel meeting held in October 1989.

This evaluation emphasized the collection and analysis of quantitative data rather than relying on qualitative and anecdotal information. To collect these data, a set of comprehensive questionnaires was developed and sent to the following audiences: A.I.D. Cooperating Agencies (CA) and donors (103), USAID mission personnel (23), and policymakers in four countries (100 per country). These questionnaires were designed to collect information related to usage, impact, and overall aesthetic properties of the materials. The questionnaires allowed respondents to provide qualitative feedback as well. Although the evaluation team was responsible for the development of the questionnaires, A.I.D., PRB, and the Population Technical Assistance Project (POPTECH) provided valuable inputs.

POPTECH provided logistical support to coordinate the distribution of the questionnaires in-country. As part of this process, in-country support personnel in Ghana, Ecuador, and Pakistan were recruited to either hand deliver or mail the questionnaires and then to ensure that they were returned through follow-up efforts. In Nigeria, the mission took responsibility for distributing the questionnaires.

Using information collected from IMPACT records, the team also carried out a comprehensive analysis to determine where, and in what quantity, IMPACT publications were distributed throughout the world.

During June 1989, a management review of the project took place. This three-day activity included interviews with project staff; a review of the project's files, management information systems and documentation; and a review of staff capabilities and experience.

In order to collect information related to IMPACT's specific subprojects, the team interviewed subproject staff who were visiting the United States. A week-long site visit to Ghana was also carried out in September 1989 to interview subproject personnel as well as a number of top policymakers in the country to obtain their opinions on the IMPACT materials.

2. PROJECT DESIGN AND CONCEPTUALIZATION

2.1 Introduction

Since A.I.D.'s population program began in the mid-1960s, over \$300 million had been spent on research (biomedical, operations, demographic, and social science.) Efforts to disseminate the most important research findings were limited to approximately \$30 million or 10 percent of the expenditures for research. Most dissemination efforts were targeted to the developed world "population community" and/or research specialists through journal articles, monographs, reports, and books or through professional meetings. As a result, little information was getting through to policymakers and other leaders in less developed countries (LDC). Data transmitted to LDCs were often very detailed and technical, which tended to discourage reading.

During the mid-1980s, several population organizations sought wider dissemination of population research findings. For example, the International Union for the Scientific Study of Population (IUSSP) formed the Committee on Utilization of Demographic Knowledge in Policy Formation and Planning. The committee met in Bombay in 1985 to identify key issues and to generate recommendations. Similarly, the "Report of the Expert Working Group on Development of Population Information Centers and Networks" (ESCAP, 1984) stressed that national population centers should "take steps to disseminate research findings in a brief and concise form to programme personnel and policymakers. Such presentations might take the form of policy briefs, executive summaries, audiovisual presentations, or oral briefings."

In May 1985, the Policy Division of A.I.D.'s Office of Population designed the IMPACT project. The project was designed to communicate selected population research findings to LDC leaders in formats that would maximize reading and utilization. Emphasis was placed on presenting the research findings in a succinct and visually appealing manner. The two major audiences for the project were to include 1) LDC policymakers and other leadership groups, e.g., key political and ministerial officials, businessmen, labor leaders, women's groups, researchers, educators, journalists, and family planning program administrators, and 2) the population donor community, including A.I.D.

After a competitive procurement, A.I.D. awarded the IMPACT contract to the Population Reference Bureau for a five-year period (August 1985 to August 1990) in the amount of \$5,941,391.

2.2 A.I.D.'s Design and Conceptualization of IMPACT

2.2.1 Overall Purpose and Strategy of the Project

The IMPACT mandate includes identifying LDC policymakers; selecting topics of primary concern; and designing, producing, and distributing innovative materials in a variety of formats. The IMPACT mandate also includes providing technical assistance to LDC institutions to enhance their ability to produce and disseminate relevant research findings on population and family planning to their own leadership groups.

2.2.2 Project Assumptions

The development of the IMPACT project was based on a number of key assumptions:¹

- A specific project was needed to disseminate population information and research findings to LDC leaders and the donor community;
- Brief, attractive materials would capture the attention of policymakers;
- Materials geared to the needs of busy leadership groups would increase their use of this information in decision making;
- Targeted distribution of materials would enhance the likelihood that materials would reach and be used by the intended audience; and
- IMPACT publications would promote "issue-based" policy discussions by providing policymakers with timely, accurate, and culturally appropriate information that would be used to promote the development or improvement of population policies and programs.

2.2.3 Planned Activities²

The contract for the IMPACT project included two major tasks: 1) the development of general publications and materials, and 2) the provision of support to LDC institutions. Under the first task, thematic booklets were to be prepared addressing key population topics appropriate for policymakers in all regions of

¹Assumptions collected from the Population Policy Initiatives Project Paper (936-3035) and the IMPACT Evaluation Scope of Work.

²Information collected from the IMPACT Project contract between the Office of Population and PRB.

the developing world. Another component of this task involved responding to *ad hoc* requests for materials.

The second major task of the project was to support LDC institutions to improve their capability to increase use of research findings on population and family planning. To do this, the contract called for the development of major subprojects in a limited number of developing countries, and the provision of assistance for a number of "minor" dissemination activities.

Specific outputs as indicated in the original contract include the following:

A) Publication and Materials

- Thematic Publications: Up to eight thematic publications were to be prepared and distributed in several languages including English, French, Spanish, and Arabic. Each theme was to be treated in an average of three formats (chartbooks, audio-visual materials, wallcharts, posters, factsheets, folders, press releases, general promotional materials, etc.);
- Promotion and Distribution of Materials: The materials prepared under the project were to be promoted and distributed to policymakers in LDCs and the donor community. This was to include the development and maintenance of a mailing list of approximately 5,000 LDC policymakers and representatives of the donor community;
- Ad Hoc Requests: Materials were to be prepared in response to up to 25 *ad hoc* requests per year; and
- Market Research: The project's performance was to be evaluated on an ongoing basis using panel studies and bounceback questionnaires.³

B) Support to LDC Institutions

- Major and Minor Subproject Activities: LDC institutions were to be supported through subprojects in up to seven countries. Additional support for up to five more minor activities or single tasks was to be provided each year;
- Workshops: One or two regional workshops on approaches to disseminating population information to LDC policymakers were to be conducted.

³This is a questionnaire sent along with published materials that asks for the recipient's comments on the quality and content of the materials.

Microcomputer Support: Some countries with major subprojects were to be supported in order to transfer a microcomputer system or upgrade an existing system.

Table 2-A provides a summary of the proposed work plan for these activities over the life of the project:

**Table 2-A:
Summary of Proposed Task Scheduling for the Total Project**

--Year-- Quarter	Year and Quarter																				
	---1---				---2---				---3---				---4---				---5---				
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
<u>PUB. ACTIVITIES</u>																					
General Theme 1	-----																				
General Theme 2	-----	-----																			
General Theme 3	-----	-----	-----																		
General Theme 4	-----	-----	-----	-----																	
General Theme 5	-----	-----	-----	-----	-----																
General Theme 6	-----	-----	-----	-----	-----	-----															
General Theme 7	-----	-----	-----	-----	-----	-----	-----														
General Theme 8	-----	-----	-----	-----	-----	-----	-----	-----													
<u>AD HOC REQUESTS</u>																					
	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	
<u>MARKET RESEARCH</u>																					
	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	
<u>LDC SUPPORT</u>																					
Project 1	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	
Project 2	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	
Project 3	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	
Project 4	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	
Project 5	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	
Project 6	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	
Project 7	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	
<u>MINOR PROJECTS</u>																					
	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	
<u>CONFERENCES</u>																					
	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	
<u>MICROCOMPUTER SUPPORT</u>																					
	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	

Source: IMPACT Project Contract Agreement (A.I.D and PRB)

2.2.4 Contract Amendments

Several amendments were made in the contract:

- In the fall of 1986, an amendment changed the number of thematic publications from "up to 8" to "up to 4". This change was recommended by the project's advisory panel (see Section 8.2) when it became apparent that the time required to develop each publication had been greatly underestimated. IMPACT's often extensive review process, along with delays resulting from the need to adapt each version to accommodate local and regional considerations, necessitated additional time. This amendment was agreed upon by PRB and A.I.D.
- A second amendment to the contract was requested by PRB to increase the ceiling on minor or single technical assistance tasks with LDC institutions from "up to 5" to "up to 10". This change introduced a distinction between *ad hoc* requests, which were generally made by A.I.D and U.S.-based organizations, and single technical assistance tasks which were initiated by LDC institutions. Since nearly all of the requests for *ad hoc* assistance were coming from U.S. organizations, this change helped to ensure that overseas requests would be carried out, even if the *ad hoc* ceiling was reached.
- Early in the project, it became evident to both PRB and A.I.D. that it was very difficult to identify a comprehensive list of the most important 5,000 LDC policymakers from all of the countries in which A.I.D. was presently working (approximately 80). Therefore, in the fall of 1985, A.I.D. agreed to allow PRB to reduce the number of emphasis countries to 24 and to intensify the efforts to collect appropriate names in each of these countries. One of the major reasons for this change was IMPACT's discovery early in the project that the mailing list inherited from Population Communication Services/ Johns Hopkins University (PCS/JHU) was out of date and needed constant attention to keep it up to date. It was also felt that this effort should be carried out with assistance from knowledgeable individuals within each country. As a result, PRB developed a system that used in-country mailing list representatives to assist in updating the list on a regular basis. Although this approach was not stipulated in the original contract, it was supported by A.I.D. as part of an oral agreement.
- Early internal evaluations of IMPACT thematic publications showed that materials were better accepted when they reflected more of a regional or local flavor.

As a result, IMPACT moved away from developing thematic booklets that were generic and could be simply translated into different languages, to booklets that reflected more of a sensitivity to the differences found within various regions. PRB requested more flexibility in allocating time and resources to create regional versions of these publications. This change in emphasis from the original design was supported by A.I.D. and the advisory panel.

3. PROJECT IMPLEMENTATION

3.1 Overview

Table 3-A provides a summary of the proposed and actual deliverables from the IMPACT project. In every case, IMPACT has either succeeded in producing the deliverables originally proposed or has exceeded contract requirements. Overall, the efforts of IMPACT have yielded thematic publications with multiple formats for each, production of materials in response to *ad hoc* requests, and the distribution of materials. In addition, the project has evaluated some of its work through task orders of various kinds.

IMPACT has also provided support to LDC institutions via both major and minor subprojects in-country and by the transfer of computer systems to four countries. Finally, IMPACT has planned or participated in a variety of regional workshops.

3.2 Materials Produced

IMPACT has produced some 33 different materials to date. These were created either solely by IMPACT staff or in cooperation with in-country staff. The materials include both thematic packets and special publications produced as part of the minor country tasks or in response to *ad hoc* requests. The project has also produced videos, audiotapes, and slides.

Major thematic publications include the following:

- *Family Planning Saves Lives: A Strategy for Maternal and Child Survival* (1986)
 - This 20-page booklet emphasizes the importance of child spacing for the health of mothers and children. It is available in English (African and Asian versions), French, Spanish, Arabic, Portuguese, and Turkish.
- *Contraceptive Safety: An Overview* (1988)
Contraceptive Safety: Rumours and Realities (1988)
 - These two booklets describe modern contraceptive methods. They are available in English (African and Asian versions), French, Spanish, and Arabic.
- *Sustainable Development: The Challenge of Our Times* (1989)
 - This publication consists of magazine reprints of region-specific articles on

the relationship between population and the environment. Articles were taken from the following magazines: *New African* (English), *Estrategia* (Spanish), *Mexico Desconocio* (Spanish), *The Middle East* (English), *Development Horizons* (English), *Environment Folio* (English), and *Pop Sahel* (French).

In addition, the project undertook the *Global Edition* publication effort which consisted of four components:

1. IMPACT staff's production of a core text on sustainable development;
2. Local editors and journalists' production of local pieces to complement IMPACT staff's contribution;
3. Publication of both component one and two in 13 magazines and newspapers around the world;
4. Seminar in Kenya composed of all contributing editors and staff.

The publication is available in English, French, Spanish, Arabic, and Bangla.

3.3 The Distribution of Materials

Table 3-B shows that the IMPACT project has distributed almost 210,000 copies of various materials, about half of which went to Africa. Almost a fourth of these materials were not booklets, but were instead posters, envelopes, conference folders, and the like. In Africa, over two-fifths of the materials distributed were of this type. In fact, an examination of the data in Table 3-C reveals that the greatest numbers of thematic packets have gone to Asia and the Near East, rather than to Africa, largely because of the bigger lists in the most populous Asian countries. Only the Ghanaian booklets and the other publications about specific African countries went largely to Africa, as might be expected.

The large number of materials that are distributed to organizations or individuals in developed countries may have eventually found their way to less developed settings. However, IMPACT does not have a procedure to document the ultimate destination of the materials it distributes in response to requests.

**Table 3-A: Proposed Deliverables Versus
Project Implementation to Date**

DELIVERABLE	PROPOSED	ACTUAL
A. PUBLICATIONS AND MATERIALS		
General Thematic Publications	Up to 8 Up to 4 (amendment)	4 • <i>Family Planning Saves Lives</i> • <i>Contraceptive Safety (2)</i> • <i>Sustainable Development</i> 1 • <i>Population and Economic Development (In progress)</i>
Formats of publications and materials	3 formats for each general thematic publication	3 Booklets (one in progress) 3 Audiovisual Materials (video, slides, audio-tapes) 3 Wall-charts, posters, data sheets 3 Folders 1 Fact Sheet 2 Press Kits/1 Magazine/Newspaper format 1 General Promotional Materials 1 Satellite Teleconference
Ad hoc requests	Up to 25 25 per yr X 5 Up to 125	87 Ad hoc assignments completed (as of 8/89)
Promotion and Distribution of Materials	Maintain list of 5,000 names of policymakers	Maintain lists in 24 countries Total number of names 13,228
Market Research	Ongoing Process	10 Evaluation task orders
B. SUPPORT TO LDC INSTITUTIONS		
Major Subprojects	up to 7	7 (Turkey, Ghana, Madagascar, Sahel, Somalia, Nepal, Zimbabwe)
Minor Subprojects (per year)	up to 5 up to 10 (amendment)	37 • 18 booklets completed plus 6 in progress • 13 sets of posters/folders/conference agendas (as of 8/89)
Microcomputer Support	3 to 4 systems transferred	5 (Ghana, Madagascar, Ecuador, Nepal, and Mexico)
Regional Workshops	2 Planned	1 IMPACT Organized: Global Edition 2 Direct support (Africa/LAC): materials 2 Sponsorship of speaker (Africa regional workshop/African Dev. bank; African Regional workshop on communication of census results)

**Table 3-B:
Distribution of IMPACT Materials by Area
(through 10/5/89)**

	Total Materials	Number that were non-books*	
AFRICA	107,719	46,067	(42.8%)
ASIA/NEAR EAST	48,657	401	(0.8%)
LATIN AMERICA/CARIBBEAN	26,667	401	(1.5%)
DEVELOPED COUNTRIES (or end user unclear)	26,021	2,342	(9.0%)
TOTAL	209,054	49,211	(23.5%)

PERCENTAGE OF TOTAL MATERIALS SENT TO EACH AREA:

AFRICA	51.5%
ASIA/NEAR EAST	23.3%
LATIN AMERICA/CARIBBEAN	12.8%
DEVELOPED COUNTRIES (or end user unclear)	12.4%

**Non-books include brochures, envelopes, PRB forms of various kinds, questionnaires, slides, bulletins, conference reports, covers, folders, labels, posters, agenda, data sheets, and videos.*

**Table 3-C:
Distribution of Selected IMPACT Booklets by Area**

	TOTAL	Africa	Asia/ Near East	Latin Amer./ Carib.	Devel- oped Count.
<i>Bringing Family Planning to the People (CBD)</i>	964	317	8	0	639
<i>Chogoria</i>	2248	1625	18	2	603
<i>Contraceptive Safety: Overview</i>	34347	8748	13644	7881	4074
<i>Contraceptive Safety: Rumours and Realities</i>	36239	9725	13753	7187	5574
<i>Family Planning Saves Lives</i>	42820	7954	20089	9050	5727
<i>Fertility and Family Planning in Africa (Chartbook)</i>	1169	698	0	0	471
<i>Ghana series</i>	18003	17384	45	5	569
<i>Kenya (FPPS)</i>	6871	2310	15	2	4544
<i>Liberia DHS*</i>	3099	10	0	2	82
<i>Madagascar DHS*</i>	2286	2223	0	0	63
<i>Senegal DHS*</i>	3016	0	0	0	1
<i>Zimbabwe (Dev.)</i>	1718	1714	0	0	4
<i>Zimbabwe (Survey)</i>	2401	2280	8	0	113

* Delivered to DHS project at IRD/Macrosystems for distribution to in-country counterparts.

Table 3-D shows the distribution of total materials and of "non-books" by country within each continent. As would be expected, distribution among countries within each continent is uneven, given the limited number of target countries in which PRB responded to *ad hoc* requests for materials from CAS, missions, etc., with some countries receiving virtually no materials (e.g., Algeria in Africa) and others receiving most of what was distributed in a region (e.g., Turkey in Asia/Near East).

**Table 3-D:
Total IMPACT Materials Sent to Each Country**

COUNTRY	BOOKLETS	NON- BOOKLETS	TOTAL MATERIALS
TOTAL	159853	49211	209064
AFRICA			
Algeria	5	0	5
Benin	12	0	12
Botswana	520	40	560
Burundi	40	0	40
Cameroon	495	3800	4295
Central African Rep.	130	0	130
Cote d'Ivoire	801	2665	3466
Equatorial Guinea	30	0	30
Ethiopia	400	200	600
Ghana	21522	6368	27890
Guinea	20	0	20
Kenya	4516	10	4526
Liberia	130	0	130
Madagascar	4124	1551	5675
Malawi	100	0	100
Mozambique	15	0	15
Nigeria	5659	54	5713
Rwanda	190	0	190
Sahel Region			
Burkina Faso	1085	0	1085
Cape Verde	300	1	301
Chad	2105	5750	7855
Gambia	255	0	255
Guinea Bissau	240	0	240
Mali	1257	1240	2497
Mauritania	498	3	501
Niger	1965	65	2030
Senegal	965	0	965
Seychelles	200	0	200
Somalia	2953	7412	10365
Sudan	690	0	690
Swaziland	135	0	135
Tanzania	92	0	92
Togo	1450	2490	3940
Zaire	1388	12993	14381
Zambia	26	25	51
Zimbabwe	7339	1400	8739

Table 3-D: Continued

COUNTRY	BOOKLETS	NON- BOOKLETS	TOTAL MATERIALS
ASIA/NEAR EAST			
Bangladesh	1714	0	1714
China	60	0	60
Egypt	10158	0	10158
India	31	3	34
Indonesia	170	100	270
Jordan	234	0	234
Kuwait	12	0	12
Malaysia	23	2	23
Marshall Islands	150	0	150
Micronesia	30	15	45
Morocco	2362	2	2364
Nepal	2105	145	2250
Pakistan	5042	50	5092
Papua New Guinea	60	0	60
Philippines	680	0	680
Sri Lanka	42	2	44
Syria	1	2	3
Thailand	323	80	403
Turkey	25000	0	25000
Yemen	61	0	61
LATIN AMERICA/CARIBBEAN			
Argentina	1	3	4
Bahamas	3	0	3
Belize	32	0	32
Bolivia	463	0	463
Brazil	2283	1	2284
Chile	10	0	10
Colombia	12	0	12
Costa Rica	114	3	117
Dominican Republic	15	6	21
Ecuador	3340	0	3340
El Salvador	2500	1	2501
Guatemala	5742	77	5819
Haiti	9	0	9
Honduras	440	300	740
Jamaica	1	0	1
Mexico	7606	0	7606
Paraguay	113	0	113
Peru	3481	8	3489
Trinidad	1	2	3
Uruguay	100	0	100
DEVELOPED COUNTRIES (or end user unclear)	23679	2342	26021

In Table 3-E, which shows the country of distribution for *Family Planning Saves Lives* and for the *Contraceptive Safety* volumes, a similar pattern of unevenness emerges (which may reflect A.I.D.'s instruction to target only 24 countries). Also, perhaps owing to the timing of this report, countries which received large quantities of the *Family Planning Saves Lives* (FPSL) publication may have received few copies of the two *Contraceptive Safety* booklets, or vice versa, to date.

Table 3-F provides what data are available to estimate the distribution of the *Global Edition* publication *Sustainable Development*. Since this information was, in effect, an insert in newspapers or magazines in various locations, the circulation of these publications provides perhaps the best estimate of how many persons are likely to have received this information. The majority of these publications have readerships in Asia and Africa, with only two serving Latin American audiences.

Table 3-E:
Distribution by Country of Family Planning Saves Lives (FPSL) and
and Contraceptive Safety Booklets*

COUNTRY	FPSL	CONTRACEPTIVE SAFETY:	
		OVERVIEW	R & R
TOTAL	42820	34347	36239
AFRICA			
Algeria	5	0	0
Benin	12	0	0
Botswana	40	100	300
Burundi	0	20	20
Cameroon	195	150	150
Central African Republic	30	50	50
Cote d'Ivoire	477	0	0
Ethiopia	100	0	0
Equatorial Guinea	0	15	15
Ghana	850	914	914
Guinea	0	10	10
Kenya	22	479	503
Liberia	65	11	54
Madagascar	362	581	581
Malawi	0	50	50
Mozambique	15	0	0
Nigeria	1307	2176	2176
Rwanda	80	5	5
Sahel Region-			
Burkina Faso	55	140	140
Cape Verde	200	50	50
Chad	895	238	238
Gambia	111	72	72
Guinea Bissau	140	50	50
Mali	503	192	192
Mauritania	354	72	72
Niger	529	568	568
Senegal	371	297	297
Seychelles	0	0	200
Somalia	166	70	80
Sudan	290	200	200
Swaziland	40	25	25
Tanzania	51	20	20
Togo	170	320	820
Zaire	239	472	472
Zambia	21	1	1
Zimbabwe	259	1400	1400

*Contraceptive Safety: An Overview
 Contraceptive Safety: Rumours and Realities

Table 3-E: Continued

COUNTRY	FPSL	CONTRACEPTIVE SAFETY OVERVIEW R & R	
ASIA/NEAR EAST			
Bangladesh	634	540	540
China	0	10	10
Egypt	10153	2	3
India	1	10	20
Indonesia	20	50	100
Jordan	204	0	0
Kuwait	12	0	0
Malaysia	0	11	10
Marshall Islands	0	50	100
Micronesia	0	15	15
Morocco	1750	206	206
Nepal	345	880	880
Pakistan	1492	1775	1775
Papua New Guinea	60	0	0
Philippines	36	72	72
Sri Lanka	0	21	21
Syria	0	1	0
Thailand	321	1	1
Turkey	5000	10000	10000
Yemen	61	0	0
LATIN AMERICA/CARIBBEAN			
Argentina	1	0	0
Bahamas	3	0	0
Belize	0	0	32
Bolivia	1	231	231
Brazil	2266	3	3
Chile	10	0	0
Colombia	2	5	5
Costa Rica	1	52	51
Dominican Republic	5	0	0
Ecuador	1030	1125	1125
El Salvador	1500	50	50
Guatemala	610	2550	2550
Haiti	3	3	3
Honduras	100	170	170
Jamaica	1	0	0
Mexico	2406	2600	2600
Paraguay	113	0	0
Peru	897	1092	1492
Trinidad	1	0	0
Uruguay	100	0	0
DEVELOPED COUNTRIES (or end user unclear)	5727	4074	5574

Table 3-F:
Circulation of Magazines Participating in Global Edition

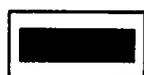
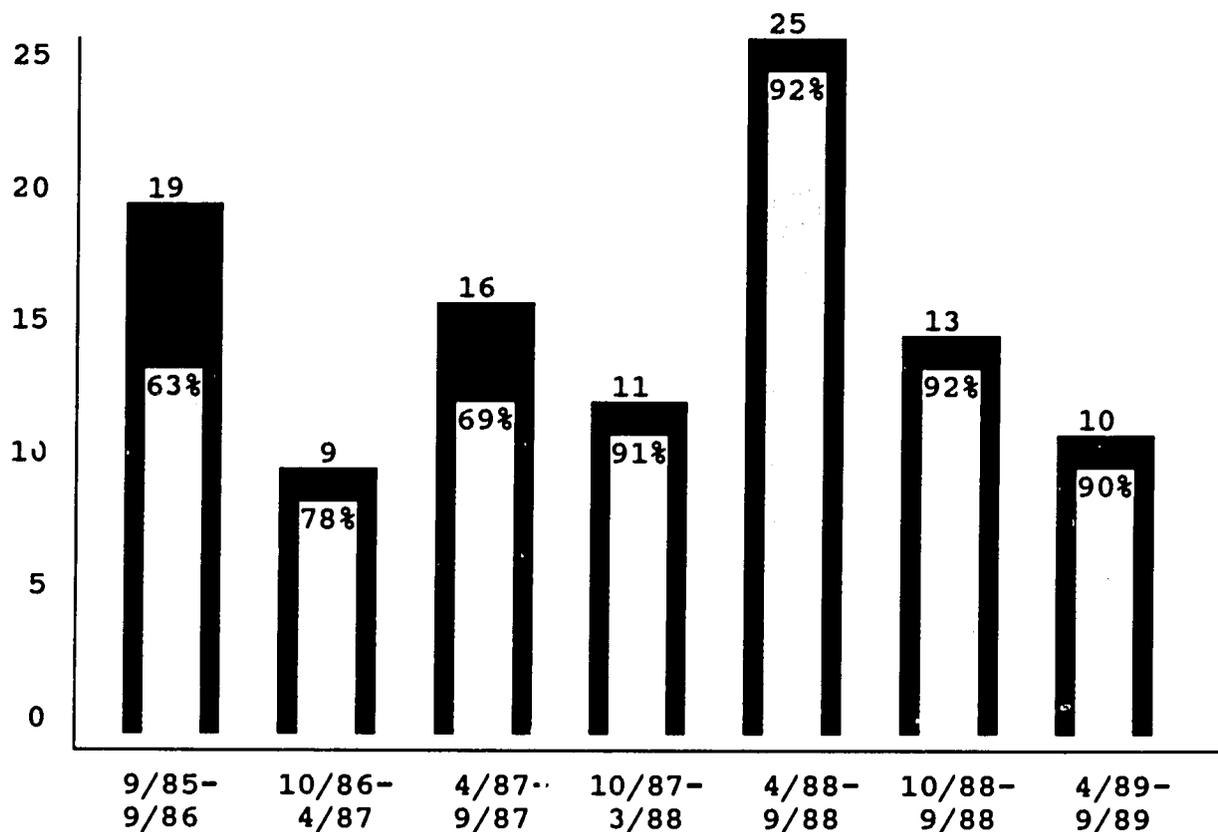
MAGAZINE	CIRCULATION
THE SUNDAY MAIL (ZIMBABWE)	152,500
SAWT AL SHAAB (JORDAN)	50,000
BICHITRA (BANGLADESH)	50,000
MEXICO DESCONOCIDO	45,000
NEW AFRICAN	40,000
THE MIDDLE EAST	30,000
SATSARIN (THAILAND)	30,000
ESTRATEGIA (COLOMBIA)	15,000
DEVELOPMENT HORIZONS (KENYA)	10,000
LATIN AMERICAN FINANCE	7,000
POP SAHEL	2,000
SAHELIAN REFLECTIONS	1,000
ENVIRONMENT FOLIO (PRESS FOUNDATION OF ASIA)	500
(plus circulation of feature stories through member newspapers)	
TOTAL CIRCULATION	433,000*

**Some estimate that for every periodical purchased in the developing world, five people read it. Multiplying the above by five puts the total circulation of 2,165,000.*

3.4 Ad Hoc Requests

The data in Table 3-G indicate that IMPACT has received some 103 *ad hoc* requests for assistance over the life of the project. Over 80 percent of these have been from A.I.D. staff in Washington, largely for assistance in creating in-house publications or for preparation of materials to enhance presentations. Some 10 percent of these requests have been made by organizations outside of the United States. The remainder were requests from U.S.-based CAS.

**Table 3-G:
Number of Ad Hoc Requests and Number/Percentage of
A.I.D. Staff Requests by Project Period⁴**



TOTAL NUMBER OF REQUESTS



PERCENTAGE OF REQUESTS MADE BY A.I.D. STAFF

⁴IMPACT began reporting *ad hoc* requests at the end of the first year of the project and reported these requests at six-month intervals thereafter.

Overall, IMPACT staff spend an average of 9.8 hours to fulfill each of these requests (see Table 3-H). The average amount of time required to fill requests is much lower for those not made by A.I.D.

**Table 3-H:
Ad Hoc Requests Processed by IMPACT**

	AD HOC REQUESTS	NUMBER OF HOURS	AVERAGE HOURS PER PROJECT
TOTAL (through 9/89)	103	1009	9.8
REQUESTED BY			
A.I.D. Staff	82%	918	10.9
Other US	8%	37	4.6
Out of US	10%	54	5.4
PLACE OF USAGE			
In-House (A.I.D.)	67%	832	12.2
Other use	33%	177	5.2

3.5 Other Tasks

A great deal of IMPACT's effort has been devoted to the implementation of subprojects. Detail on these subprojects is offered in Appendix A and in Section 7 of this report. A review of these materials indicates that IMPACT has met all contractual requirements for subproject activity.

4. TARGET GROUP PERSPECTIVES ON THE PROJECT: THE DONOR COMMUNITY

4.1 Introduction

This aspect of the evaluation focuses on materials and services provided by IMPACT to the donor community, which includes A.I.D and its Cooperating Agencies (CA), and other international agencies such the World Bank, the International Planned Parenthood Federation (IPPF), the World Health Organization, and the United Nations Population Fund (UNFPA).

A mail-out questionnaire was employed to evaluate the donor community's use of the IMPACT project. A total of 103 questionnaires was sent to four groups of respondents:

- select representatives from the Office of Population's CAs,
- select A.I.D. staff,
- select participants of the April 10-12, 1989 Annual Meeting of the Office of Population's Cooperating Agencies, and
- select users of IMPACT materials and services.

Respondents were asked to complete the questionnaire or have a staff member who is knowledgeable about the IMPACT project answer the questions. A total of 78 questionnaires or 75.7 percent were returned.

The questionnaire examined how IMPACT materials and services have been used by the donor community. This was elicited through questions on knowledge of and use of materials; collaborative efforts with CAs; attitudes on the usefulness of the IMPACT project; and suggestions for new thematic booklets and services.

4.2 Knowledge and Use of IMPACT Materials and Services

About 95 percent of the respondents had heard about the IMPACT project from several sources but primarily from A.I.D.'s Office of Population (76 percent) and the Population Reference Bureau (57.3 percent). Most were users of IMPACT's materials and services (76 percent). The reasons for using the project's resources were numerous. The more popular responses were the following: the materials are suitable for policy audiences (9.7 percent); quick service and legitimate source of information (15.4 percent); useful for conferences (7.7 percent); good handouts for visitors (8.8 percent); and useful for briefings and training. Most respondents had made repeated requests for materials. About 70 percent of the requests were filled in less than one week and 90 percent were completed in two weeks.

It should be noted that many of those who did not use IMPACT were not aware of the full range of activities or did not have a need for the materials and services.

Table 4-A summarizes findings on the awareness and use of specific materials produced by IMPACT.

Table 4-A: Materials Received, Read and Used by CAs and Donors
(Total Response = 78)

	NEVER RECEIVED	RECEIVED BUT NOT READ	READ OR REVIEWED	READ AND USED	NO RESPONSE
<i>FAMILY PLANNING SAVES LIVES</i>	9%	6%	28%	54%	3%
<i>CONTRACEPTIVE SAFETY</i>	32%	5%	27%	27%	9%
<i>SUSTAINABLE DEVELOPMENT</i>	47%	8%	14%	5%	26%
GHANA BOOKLETS	37%	15%	15%	10%	22%
KENYA BOOKLETS	38%	13%	20%	10%	18%
CONFERENCE POSTERS	32%	3%	21%	31%	14%
OTHER (SLIDES, ETC.)	8%	0%	4%	13%	76%

The most recognized thematic booklet was *Family Planning Saves Lives* (produced in 1986). About 90 percent had received it, and 54 percent had used it. The donor community has primarily used the booklet to promote work in developing countries. It has been used for conferences, seminars, training workshops, and/or given directly to policymakers in a number of countries in Africa and Latin America.

The booklets on *Contraceptive Safety* (produced in 1988) had been received by fewer respondents, and have not been used as much as *Family Planning Saves Lives*. It has also been used mostly in developing countries for conferences and workshops.

About half of those who responded had not received the booklet on *Sustainable Development*. The booklet is fairly new (1989) and was distributed primarily through news magazines and newspapers in developing countries. While the Ghana and Kenya booklets are country specific, somewhat less than 50 percent of the respondents had received them. Few mentioned how the booklets are being used. The booklets have been circulated among the donor community but have been used for country-specific dissemination activities.

Most of the materials requested were sent to developing countries, with the exception of slides. Most requests for slides were for use as part of speeches and lectures to educate audiences in the U.S. about population issues in developing countries.

Respondents were asked to evaluate how well the materials had been received by policymakers in developing countries. About 45 percent of the respondents did not respond to this question. Some have used the materials primarily in the United States. Others felt that their contacts with policymakers in developing countries were too limited. The findings of those who did respond to the question are presented in Table 4-B.

As Table 4-B indicates, the respondents felt that the materials were well received by policymakers in developing countries. Color and style, use of pictures, the conference materials, and clarity of graphics received the highest rankings. Most attributes received a fair percentage of excellent and good responses. Audio-visual materials did not receive comparable rankings. It should be mentioned that only seven respondents ranked this category, but tended to rank these materials less favorably.

The respondents were asked open-ended questions about the style, color, and "glitzy" quality of the materials. There were mixed responses. Of 57 responses, about 68.4 percent liked the glitzy quality, while 31.6 percent did not. Those in favor felt that it was excellent, very appealing, or gorgeous -- it "gets the attention of policymakers" and "makes the information inside of high value to policymakers." The respondents who did not like the style, color and glitz indicated that regional pictures were needed, and that some of the "graphics didn't make the cross-cultural leap." Several were concerned about the costs of producing the materials).

Table 4-B: CA and Donor Community View on how Policymakers in Developing Countries View Materials

	EXCELLENT	GOOD	FAIR	POOR	NUMBER RESPONDING
ADDRESS INFORMATION GAPS	48%	43%	7%	2%	42
RELEVANT TO POLICY	51%	44%	5%	0%	39
ACCURACY OF FINDINGS	44%	51%	5%	0%	39
CLARITY OF MATERIALS	54%	42%	5%	0%	41
CLARITY OF GRAPHICS	57%	31%	7%	5%	42
COLOR AND STYLE	64%	33%	0%	2%	42
PICTURES USED	59%	38%	0%	3%	39
LANGUAGE TRANSLATIONS	50%	39%	7%	4%	28
CONFERENCE MATERIALS	58%	38%	0%	4%	24
TAPES/VIDEOS/SLIDES	29%	57%	0%	14%	7

4.3 Knowledge of Impacts and Uses of the Materials and Services

The respondents were asked if they knew of any impacts that the IMPACT materials have had on family planning programs, and/or population policies in developing countries. Over half did not know of any impacts or uses in developing countries. This was to be expected since many do not live in developing countries and have limited observations of activities overseas. The responses given by the 33 respondents who did know of some uses are in Table 4-C.

The data suggest that the most commonly known in-country uses of the materials are for speeches, newspaper articles, and reports, and for training workshops -- uses easy for the donor community to detect. Overall, it appears that the IMPACT materials provide information that policymakers can use for open discussions about population issues. The data also suggest that while the materials are targeted to high-level officials, a fair share are being used to train mid-level family planning and health personnel.

Table 4-C: CA and Donor Community Perceptions about the Use or Impact of Materials in Developing Countries

Total Response = 33 (42%)

TYPES OF USES KNOWN	CHECKED	NOT CHECKED
Speeches/presentations	67%	33%
Teaching/training	67%	33%
Articles/reports	44%	56%
TV/Radio programs	6%	94%
Expand family planning	19%	81%
Staff meetings	31%	69%
Memos or letters	12%	88%
Newspaper articles	41%	59%
Increased budget for family planning	6%	94%
Other	10%	90%

4.4 Collaboration among CAs

The IMPACT project is designed to complement the activities of CAs. IMPACT staff are expected to collaborate with other agencies involved in promoting population programs and policies. The respondents were asked, therefore, how IMPACT complemented their efforts. For most, IMPACT has served as a resource base by providing materials for conferences, briefings, and training workshops. A few mentioned that they had collaborated on developing materials, e.g., the Demographic and Health Surveys.

The respondents were also asked to suggest ways to improve collaborative efforts provided by the IMPACT project. A total of 55 respondents answered this question. About 25 percent felt that collaboration was good and that improvements were not needed. The remaining 75 percent had a number of suggestions. Many felt that CAs were not kept informed of each other's activities. About 36 percent suggested that IMPACT provide information on what other agencies were doing in developing countries. Others suggested that booklets be developed on success stories in population program management, service delivery, and

private sector activities. IMPACT is currently producing booklets on successful family planning programs in the public and private sector. It appears that many are not aware of the full range of booklets and materials that have been developed by IMPACT.

Some also felt that IMPACT should collaborate more with CAs involved in information, education, and communication (IEC) activities. It was suggested that IMPACT use the staff of other agencies to review materials prior to release. Closer in-country and regional collaboration with CAs was also requested.

4.5 Attitudes on the Usefulness of the IMPACT Project

A range of questions was asked to measure attitudes on the usefulness of the project. Respondents were asked if they were aware of materials similar to those produced by IMPACT. Sixty-four of the 78 returned surveys included a response; about 62 percent of these had seen similar materials that have been produced by the Futures Group, UNFPA, and IPPF affiliates. The respondents were then asked to compare IMPACT products to similar materials that are designed to promote population programs and policies. The 41 responses are presented below. Sixty-eight percent of these respondents either had not see other materials like IMPACT's or found IMPACT materials more useful than others.

**Table 4-D
Usefulness of IMPACT Materials Compared to
Similar Policy Materials**

Total Response = 41 (53 %)

Responses	Percentages
These are More Useful	48.8%
These are about the Same	29.3
These are Less Useful	2.4
Haven't Seen other Materials like These	19.5

Those surveyed were asked if a special dissemination project such as IMPACT is needed. The majority (94 percent) said yes. A range of reasons was given to support the need for IMPACT materials and services. About half of the respondents indicated that brief, attractive materials "catch the eye" of policymakers and keep their interest in population issues. Others indicated that the materials are legitimate sources of information that can be used by policymakers to convince others about the need for

population programs, e.g., "brief, concise, relevant information provides a basis for sound decision making for busy policymakers that are inundated with lengthy documents." Others mentioned that IMPACT fills a gap, especially for CAs without the staff or budget to produce similar materials.

The 6 percent who felt that the IMPACT project was not needed gave a variety of reasons. Some felt that person-to-person contact with policymakers was more useful in promoting population programs than materials. A few felt that dissemination activities should be made part of other CAs' efforts.

Respondents were also asked to suggest alternatives to the IMPACT project. About a dozen suggestions were made. Several indicated the need to transfer technology to developing countries so that researchers could use country-specific information to promote population activities. Regional dissemination centers were also recommended. Some also mentioned the need to use several different approaches in order to target policymakers.

Because A.I.D. is concerned about the allocation of resources among its projects, respondents were asked to assess the value of a special dissemination project in light of future spending allocations for population activities. The results are provided in Table 4-E. The majority of respondents (69.5 percent) place a high priority on the need for a special dissemination project.

Table 4-E
Perceptions of CAs and Donors on the Priority that should be given to a Special Dissemination Project

Very High Priority	17%
High Priority	53
Medium Priority	24
Low Priority	6

4.6 Suggestions for New Booklets, Materials and Services

Numerous respondents suggested new topics for materials that might be useful for policymakers. Those receiving the most mention were the following:

- a. Population policy formulation and adoption in developing countries (21 percent);

- b. Alternative family planning delivery mechanisms (12.7 percent);
- c. Population's impact on development (10 percent),
- d. Private sector family planning efforts (8.5 percent),
- e. Adolescent sexuality (8.5 percent), and
- f. The relationship of family planning and women's role and status (6.4 percent).

A number of other services were also mentioned. Most focused on the need to provide computer technology to developing countries, in particular, desk top publishing and computer graphics. A few respondents mentioned the need for flip charts, slides, and tapes for training.

5. TARGET GROUP PERSPECTIVES ON THE PROJECT: USAID MISSIONS

5.1 Introduction

Questionnaires were also mailed to 24 USAID mission health, population, and nutrition (HPN) officers throughout the world. Selection of these officers was based on a number of criteria, including the number of IMPACT publications sent to the country, whether the country had an IMPACT subproject, and the amount of materials requested by the mission. Once compiled, the list was reviewed by the United States Agency for International Development, Washington (A.I.D./W) and the questionnaire was pretested by several HPN officers visiting Washington. The surveys were faxed to the mission in 11 cases and the remainder were sent by overseas courier. A total of 17 questionnaires was returned.

5.2 Receipt of Materials

Table 5-A shows that virtually all of the missions queried received the two most widely distributed IMPACT thematic booklets. As might be expected, fewer received the other materials, most of which are country-specific.

5.3 Distribution of Materials to Others

Table 5-P shows that 82 percent of those surveyed in the missions reported having distributed the IMPACT materials to policymakers. Most sent the materials by mail, but a little over a third made one-to-one visits to deliver the materials.

5.4 Evaluations of the Project

Seventy percent of those surveyed from the missions reported that the style and color of the IMPACT materials are very appropriate and the remainder thought these were at least somewhat appropriate. The missions also gave IMPACT high marks for fulfilling requests for materials or for technical assistance. Only one mission complained that a request had not been fulfilled or that collaboration with other agencies had not been excellent or good. The responsiveness of IMPACT was rated as excellent by 18 percent and as good by another 58 percent.

Relative to the materials themselves, none of the mission personnel rated any dimension of them as less than excellent or good. There was, however, some division of opinion on how visible the financial support from A.I.D. should be on these materials. Table 5-C shows that 24 percent thought that making this support visible was not very appropriate or not appropriate at all, and 36 percent indicated that officials in their countries would feel negatively about this support being visible.

Table 5-A: Receipt of Materials by Missions

	# HAVE RECEIVED N = 17	% HAVE RECEIVED (% = 100)
<i>FAMILY PLANNING SAVES LIVES</i>	16	94%
<i>CONTRACEPTIVE SAFETY: RUMOURS/REALITY</i>	16	94%
<i>SUSTAINABLE DEVELOPMENT</i>	11	65%
<i>BRINGING FAMILY PLANNING TO THE PEOPLE</i>	3	18%
<i>FERTILITY AND FAMILY PLANNING</i>	3	18%
<i>POPULATION TRENDS IN AFRICA</i>	2	12%
<i>FAMILY PLANNING SERVICES: OPTIONS FOR AFRICA</i>	0	0%
<i>TATA STEEL FAMILY WELFARE STORY</i>	1	6%
<i>DEMOGRAPHIC HEALTH SURVEY SUMMARIES</i>	5	29%
<i>NEW PATHS TO FAMILY PLANNING</i>	4	24%
<i>MAKING COMMUNITY DISTRIBUTION WORK</i>	2	12%
<i>THE ZIMBABWE REPRODUCTIVE HEALTH SURVEY</i>	1	6%
<i>NATIONAL WORKSHOP PROCEEDINGS 1987 (ZIMBABWE)</i>	1	6%
<i>HELPING EACH OTHER: ZNFPC KUBATSIRANA PROJECT</i>	1	6%
<i>GHANAIAAN BOOKLETS</i>	2	12%
<i>IMPACT BOOKLETS FOR YOUR SPECIFIC COUNTRY</i>	5	29%
<i>CONFERENCE MATERIALS OR POSTERS BY IMPACT</i>	7	41%
<i>OTHER IMPACT MATERIALS</i>	0	0%

Table 5-B: Distribution of IMPACT Materials by Missions

	N	(%)
	17	100
DISTRIBUTED MATERIALS TO POLICYMAKERS	14	(82%)
DID NOT DISTRIBUTE MATERIALS TO POLICYMAKERS	3	(18%)
DISTRIBUTED HOW?		
CONFERENCES	3	(18%)
BY MAIL	10	(59%)
ONE-ON-ONE MEETINGS	6	(35%)
OTHER	3	(18%)

Table 5-C: Mission Views on Making A.I.D. Support Visible

	VERY N (%)	SOMEWHAT N (%)	NOT VERY N (%)	NOT/ALL N (%)	NO RSP N (%)
HOW APPROPRIATE IS A.I.D.'s VISIBLE FINANCIAL SUPPORT					
Mission's Perspective	5 (29%)	7 (41%)	3 (18%)	1 (6%)	1 (6%)
Counterpart Perspective	3 (18%)	2 (12%)	4 (24%)	2 (12%)	6 (34%)

5.5 The Use of IMPACT Materials

Table 5-D shows that somewhat over half of the survey respondents from the missions knew of uses of the IMPACT materials among family planning programs or policymakers in their countries. Most of those citing some use mentioned speeches or training activities.

Table 5-D: Mission Perceptions of Uses of IMPACT Materials

	NUMBER N = 17	PERCENT (%) = 100
DO YOU KNOW HOW THESE MATERIALS HAVE BEEN USED?		
NO	8	47%
YES	9	53%
HOW?		
speeches/presentations	7	41%
teaching or training	7	41%
articles/reports	4	24%
TV/radio programs	1	6%
expanding family planning programs	4	24%
staff meetings	5	29%
memos/letters	2	12%
newspaper articles	4	24%
increased budget for pop. progs.	0	0%
other	0	0%

5.6 The Priority of IMPACT

Over 80 percent of the missions said that a special dissemination project, such as IMPACT, was needed to strengthen population programs in developing countries. However, only 6 percent thought this should be a very high priority. Instead, 53 percent thought such an activity should be a high priority and another 35 percent thought dissemination of materials should be a medium priority (see Table 5-E).

**Table 5-E:
Perceptions of Missions on the Priority that Should
be Given to a Special Dissemination Project**

Very High Priority	6%
High Priority	53
Medium Priority	35
Low Priority	0
No Response	6

Other IMPACT Topics

The 17 mission personnel who responded to the survey made a number of suggestions for additional topics that might be included in IMPACT materials. Chief among these was information on successful family planning or service delivery strategies, the topic most frequently mentioned by CAs and donors as well.

6. TARGET AUDIENCE PERSPECTIVES ON THE PROJECT: POLICYMAKERS IN LESS DEVELOPED COUNTRIES

The intended "end users" of IMPACT materials are policymakers in less developed countries. In order to measure whether the materials were reaching this audience and to gauge their effects on this group, 400 questionnaires were distributed -- 100 in each of four countries: Ghana, a Tier I country with a subproject; Pakistan and Ecuador, Tier II countries that have mailing list representatives to distribute materials to their intended audience; and Nigeria, a Tier III country where no organized distribution of materials takes place other than forwarding them to USAID at USAID's request. The detailed methodologies used to obtain the data reported here are described in Appendix B.

6.1 Characteristics of Respondents

A total of 175 people returned their questionnaires, including 20 from Nigeria, 30 from Ecuador, 65 from Pakistan, and 60 from Ghana (see Table 6-A). In all four countries those responding were predominantly 41 years of age or older, and with the exception of Nigeria, were mostly males. In Nigeria, 55 percent of the respondents were female.

In each country, over half of those returning questionnaires had post-graduate degrees, suggesting that they were the more educated of their nation. The religious affiliations of those participating in the survey reflect the diversity of religions in the countries surveyed.

In each country except Ecuador, the great majority of those responding were employed in the public sector. In Ecuador, there were relatively more private/commercial or not-for-profit employees returning questionnaires.

6.2 Distribution of the Materials

The data in Table 6-B indicate that in each country, between a third and 43 percent of those surveyed report never having received the IMPACT thematic booklets, and fewer than one-fifth of those who responded to the survey said they had read and used any of the thematic materials. Another 22 to 31 percent report having read or reviewed the materials. The non-response to these questions was relatively high and is likely to include respondents who either did not remember whether they had received the materials or who did not recognize them in any case. If this is so, then over half the sample has yet to read *Family Planning Saves Lives*, some 60 percent have yet to read or use *Contraceptive Safety: An Overview*, and some 43 percent have yet to receive or read *Contraceptive Safety: Rumours and Realities*. This slightly better result for the latter

**Table 6-A:
Characteristics of Respondents to the Survey, by Country**

	TOTAL		NIGERIA		ECUADOR		PAKISTAN		GHANA	
	N	(%)	N	(%)	N	(%)	N	(%)	N	(%)
TOTAL NUMBER/PERCENT	175	100	20	100	30	100	65	100	60	100
AGE										
30 or younger	7	(4%)	0	(0%)	1	(3%)	4	(6%)	2	(3%)
31 - 40	48	(27%)	5	(25%)	8	(27%)	17	(26%)	18	(30%)
41 - 50	54	(31%)	11	(55%)	11	(36%)	18	(28%)	14	(23%)
51 - 60	53	(30%)	4	(20%)	8	(27%)	22	(33%)	19	(33%)
61 Or Over	5	(3%)	0	(0%)	0	(0%)	3	(5%)	2	(3%)
No Response	8	(5%)	0	(0%)	2	(7%)	1	(2%)	5	(8%)
SEX										
Male	112	(64%)	9	(45%)	19	(64%)	41	(63%)	43	(72%)
Female	56	(32%)	11	(55%)	10	(33%)	23	(35%)	12	(20%)
No Response	7	(4%)	0	(0%)	1	(3%)	1	(2%)	5	(8%)
EDUCATION										
Secondary or less	8	(5%)	3	(15%)	0	(0%)	0	(0%)	5	(9%)
Post-secondary tech.	9	(5%)	1	(5%)	1	(3%)	0	(0%)	7	(12%)
University - incomplete	5	(3%)	0	(0%)	2	(7%)	0	(0%)	3	(5%)
University - complete	25	(14%)	3	(15%)	6	(20%)	7	(11%)	9	(15%)
Post-Graduate - incomp.	10	(6%)	1	(5%)	4	(13%)	5	(8%)	0	(0%)
Post-Graduate - Masters	73	(41%)	6	(30%)	13	(44%)	35	(53%)	19	(31%)
Post Graduate - PhD/MD	38	(22%)	6	(30%)	3	(10%)	17	(26%)	12	(20%)
No Response	7	(4%)	0	(0%)	1	(3%)	1	(2%)	5	(8%)
RELIGION										
Catholic	37	(21%)	3	(15%)	23	(76%)	0	(0%)	11	(18%)
Other Christian	52	(30%)	8	(40%)	2	(7%)	0	(0%)	42	(70%)
Moslem	72	(41%)	9	(45%)	0	(0%)	62	(95%)	1	(2%)
Other or Unaffiliated	6	(3%)	0	(0%)	3	(10%)	2	(3%)	1	(2%)
No Response	8	(5%)	0	(0%)	2	(7%)	1	(2%)	5	(8%)
SECTOR										
Public	108	(62%)	14	(70%)	12	(40%)	41	(63%)	41	(68%)
Private/Commercial	17	(10%)	2	(10%)	6	(20%)	5	(8%)	4	(7%)
NGO or Non-Profit	25	(14%)	3	(15%)	9	(30%)	7	(11%)	6	(10%)
Other	16	(9%)	1	(5%)	2	(7%)	10	(15%)	3	(5%)
No Response	9	(5%)	0	(0%)	1	(3%)	2	(3%)	6	(10%)

publication is largely due to greater numbers of the respondents in Ghana saying they had read and used this material.

These results are somewhat different only for Nigeria, where 45 percent said they had read and used *Family Planning Saves Lives*. This result should be viewed with caution because distribution of materials was the least well coordinated there (IMPACT did not have a representative in Nigeria; USAID distributed the materials it requested) and the size of the survey was the smallest.

**Table 6-B:
Receipt of Materials**

	NIGERIA		ECUADOR		PAKISTAN		GHANA		TOTAL	
	N	(%)	N	(%)	N	(%)	N	(%)	N	(%)
	20	100	30	100	65	100	60	100	175	100
<i>FAMILY PLANNING SAVES LIVES</i>										
Never received	9	(45%)	10	(34%)	28	(43%)	27	(45%)	74	(43%)
Received/not read	0	(0%)	1	(3%)	5	(8%)	0	(0%)	6	(3%)
Read or reviewed	1	(5%)	7	(23%)	16	(25%)	15	(25%)	39	(22%)
Read and used	9	(45%)	7	(23%)	10	(15%)	8	(13%)	34	(19%)
No response	1	(5%)	5	(17%)	6	(9%)	10	(17%)	22	(13%)
<i>CONTRACEPTIVE SAFETY: OVERVIEW</i>										
Never received	10	(50%)	15	(50%)	25	(38%)	25	(42%)	75	(43%)
Received/not read	0	(0%)	0	(0%)	3	(5%)	2	(3%)	5	(3%)
Read or reviewed	6	(30%)	6	(20%)	15	(23%)	20	(33%)	47	(27%)
Read and used	0	(0%)	1	(3%)	10	(15%)	6	(10%)	17	(10%)
No response	4	(20%)	8	(27%)	12	(19%)	7	(12%)	31	(17%)
<i>CONTRACEPTIVE SAFETY: R&R</i>										
Never received	9	(45%)	8	(27%)	30	(46%)	9	(15%)	56	(33%)
Received/not read	0	(0%)	1	(3%)	6	(9%)	10	(17%)	17	(10%)
Read or reviewed	5	(25%)	9	(30%)	11	(17%)	30	(50%)	55	(31%)
Read and used	4	(20%)	5	(17%)	12	(19%)	8	(13%)	29	(16%)
No response	2	(10%)	7	(23%)	6	(9%)	3	(5%)	18	(10%)

6.3 Evaluation of the Materials

Tables 6-C and 6-D show that the majority of the respondents to the survey rated the materials as excellent or good on all of the dimensions about which they were asked. Among these dimensions, the lowest ratings were given for language appropriateness -- 29 percent said the materials were only fair or poor in this dimension, and for clarity of graphics -- 14 percent rated the materials as fair. Attractiveness of the materials and their usefulness drew the highest marks.

Table 6-C
Evaluation of Materials: All Countries
(N = 175)

	EXCELLENT	GOOD	FAIR	POOR	NO RESPONSE
HOW USEFUL THEY ARE	64 (37%)	81 (46%)	8 (5%)	2 (1%)	20 (11%)
HOW INTERESTING THEY ARE	60 (34%)	80 (46%)	11 (6%)	0 (0%)	24 (14%)
HOW ACCURATE THEY ARE	48 (27%)	87 (49%)	13 (8%)	1 (1%)	26 (15%)
HOW CLEAR THEY ARE	72 (42%)	69 (39%)	7 (4%)	0 (0%)	27 (15%)
LANGUAGE APPROPRIATENESS	33 (19%)	64 (36%)	31 (18%)	19 (11%)	28 (16%)
CLARITY OF THE GRAPHICS	51 (29%)	76 (43%)	24 (14%)	0 (0%)	24 (14%)
THE OVERALL FORMAT	69 (38%)	72 (42%)	10 (6%)	1 (1%)	23 (13%)
THEIR ATTRACTIVENESS	72 (42%)	71 (41%)	9 (5%)	0 (0%)	23 (13%)

In Table 6-D these tabulations are simplified somewhat to facilitate comparing them among the four countries. On five of the eight dimensions in Table 6-D, respondents from Ghana were less likely to give excellent or good ratings than were those from the three other countries. However, except for clarity of graphics, Ghanaian respondents were not the most likely to rate these dimensions as fair or poor. Instead, they had generally higher non-response on rating these factors than did respondents from other nations. Those from Pakistan were most likely to offer fair or poor ratings, especially on language appropriateness, where 43 percent gave one of these two answers.

**Table 6-D:
Evaluation of Materials, by Country**

	NIGERIA		ECUADOR		PAKISTAN		GHANA	
	N	(%)	N	(%)	N	(%)	N	(%)
	20	100	30	100	65	100	60	100
HOW USEFUL THEY ARE								
Excellent/Good	19	(95%)	25	(83%)	52	(80%)	49	(82%)
Fair/Poor	0	(0%)	0	(0%)	8	(12%)	2	(3%)
No Response	1	(5%)	5	(17%)	5	(8%)	9	(15%)
HOW INTERESTING THEY ARE								
Excellent/Good	18	(90%)	24	(80%)	52	(80%)	46	(77%)
Fair/Poor	1	(5%)	0	(0%)	7	(11%)	3	(5%)
No Response	1	(5%)	6	(20%)	6	(9%)	11	(18%)
HOW ACCURATE THEY ARE								
Excellent/Good	19	(95%)	23	(77%)	49	(75%)	44	(73%)
Fair/Poor	0	(0%)	0	(0%)	10	(16%)	4	(7%)
No Response	1	(5%)	7	(23%)	6	(9%)	12	(20%)
HOW CLEAR THEY ARE								
Excellent/Good	18	(90%)	25	(83%)	53	(82%)	45	(75%)
Fair/Poor	1	(5%)	0	(0%)	4	(6%)	2	(3%)
No Response	1	(5%)	5	(17%)	8	(12%)	13	(22%)
LANGUAGE APPROPRIATENESS								
Excellent/Good	15	(75%)	23	(77%)	25	(38%)	34	(57%)
Fair/Poor	4	(20%)	2	(6%)	28	(43%)	16	(26%)
No Response	1	(5%)	5	(17%)	12	(19%)	10	(17%)
CLARITY OF THE GRAPHICS								
Excellent/Good	16	(80%)	25	(83%)	48	(74%)	38	(64%)
Fair/Poor	3	(15%)	0	(0%)	10	(15%)	11	(18%)
No Response	1	(5%)	5	(1%)	7	(11%)	11	(18%)
THE OVERALL FORMAT								
Excellent/Good	16	(80%)	25	(83%)	55	(85%)	45	(75%)
Fair/Poor	2	(10%)	0	(0%)	4	(6%)	5	(8%)
No Response	2	(10%)	5	(17%)	6	(9%)	10	(17%)
THEIR ATTRACTIVENESS								
Excellent/Good	18	(90%)	22	(73%)	56	(86%)	47	(79%)
Fair/Poor	1	(5%)	3	(10%)	3	(5%)	2	(3%)
No Response	1	(5%)	5	(17%)	6	(9%)	11	(18%)

6.4 Specific Uses of the Materials

Table 6-E shows that the most common use of these materials reported in all countries is an informal one, such as in a conversation. From 26 to 45 percent of those who returned a survey form said that they had made some other more formal use of the IMPACT materials. However, if those who have not used the materials are added to those who did not respond to the question, the percentage who could not report any concrete use ranges from 55 percent in Nigeria to 77 percent in Ecuador. One relatively frequent use of the materials, especially in Nigeria and Ecuador, was for a workshop.

**Table 6-E:
Specific Uses of Materials, by Country**

	NIGERIA		ECUADOR		PAKISTAN		GHANA		TOTAL	
	N	(%)	N	(%)	N	(%)	N	(%)	N	(%)
	20		30		65		60		175	
HAVE USED MATERIALS:	9	(45%)	7	(23%)	24	(37%)	27	(45%)	67	(38%)
informally	9	(45%)	8	(27%)	17	(26%)	26	(43%)	60	(34%)
formally	7	(35%)	6	(20%)	17	(26%)	19	(32%)	49	(28%)
memo/letter	3	(15%)	1	(3%)	4	(6%)	3	(5%)	11	(6%)
speech	7	(35%)	4	(13%)	10	(15%)	12	(20%)	33	(19%)
press release	1	(5%)	2	(7%)	4	(6%)	6	(10%)	13	(8%)
workshop	8	(40%)	8	(27%)	10	(15%)	13	(22%)	39	(22%)
curriculum	6	(30%)	6	(20%)	10	(15%)	8	(13%)	30	(17%)
meeting	4	(20%)	4	(13%)	4	(6%)	8	(13%)	20	(11%)
other	1	(5%)	2	(7%)	1	(4%)	8	(13%)	12	(7%)
HAVE NOT USED	4	(20%)	2	(7%)	13	(20%)	6	(10%)	25	(14%)
NO RESPONSE	7	(35%)	21	(70%)	28	(43%)	27	(45%)	83	(48%)

6.5 Perceived Source of the Materials

Table 6-F shows that, as might be expected, only in Ghana are these materials perceived as originating from an internal organization. Elsewhere, it is common not to know or not to remember where the materials came from or to have gotten them from various mixed sources.

**Table 6-F:
Perceived Source of the Materials**

	NIGERIA		ECUADOR		PAKISTAN		GHANA		TOTAL	
	N	(%)	N	(%)	N	(%)	N	(%)	N	(%)
	20	100	30	100	65	100	60	100	175	100
COLLEAGUE IN ORG.	4	(20%)	0	(0%)	6	(9%)	1	(2%)	11	(6%)
U.S. POP. REF. BUR.	3	(15%)	8	(27%)	15	(23%)	1	(2%)	27	(15%)
OTHER U.S. ORG.	1	(5%)	0	(0%)	1	(2%)	2	(3%)	4	(3%)
ORG. IN YOUR COUNTRY	3	(15%)	8	(27%)	12	(18%)	42	(70%)	65	(37%)
DON'T KNOW	0	(0%)	0	(0%)	5	(8%)	3	(5%)	8	(5%)
NO RESPONSE	9	(45%)	14	(46%)	26	(40%)	11	(18%)	60	(34%)

6.6 Perceived Impact of the Materials

Table 6-G indicates that large percentages of respondents did not comment on how much these materials changed knowledge, what influence the materials have had in their countries, or on how the materials influenced their own opinions. Those not responding are the ones who report never having received the materials or who have not read them.

However, among those who did comment, most said the IMPACT materials changed their knowledge a lot or some. Also, among those who reported any change, most said their own opinions had become more favorable with regard to population and family planning issues as a result of the materials.

Table 6-G: Perceived Impact of the Materials

	NIGERIA N=20 %=100		ECUADOR N=30 %=100		PAKISTAN N=65 %=100		GHANA N=60 %=100		TOTAL N=175 %=100		
TO WHAT DEGREE DID THESE MATERIALS INCREASE YOUR KNOWLEDGE ABOUT THESE TOPICS?											
A Lot	10	(50%)	7	(23%)	17	(26%)	30	(50%)	64	(36%)	
Some	1	(5%)	7	(23%)	17	(26%)	13	(22%)	38	(22%)	
A Little	1	(5%)	1	(3%)	5	(8%)	4	(7%)	11	(6%)	
None	0	(0%)	1	(3%)	0	(0%)	2	(3%)	3	(2%)	
No Response	8	(40%)	14	(48%)	26	(40%)	11	(18%)	59	(34%)	
HAVE THESE MATERIALS INFLUENCED YOUR OPINIONS ABOUT POPULATION AND FAMILY PLANNING ISSUES?											
No	2	(10%)	5	(17%)	5	(8%)	8	(13%)	20	(11%)	
Yes (More Favorable)	10	(50%)	11	(37%)	29	(44%)	40	(67%)	90	(52%)	
Yes (Less Favorable)	1	(5%)	0	(0%)	4	(6%)	1	(2%)	6	(3%)	
No Response	7	(35%)	14	(47%)	27	(42%)	11	(18%)	59	(34%)	
WHAT CONTRIBUTION WOULD YOU SAY THESE MATERIALS HAVE MADE TO INFLUENCING POP/FAM PLANNING POLICY AND ATTITUDES IN YOUR COUNTRY?											
A Lot	4	(20%)	1	(3%)	9	(14%)	7	(12%)	21	(12%)	
Some	4	(20%)	11	(37%)	9	(14%)	15	(25%)	39	(23%)	
A Little	4	(20%)	2	(7%)	13	(20%)	17	(28%)	36	(20%)	
None	1	(5%)	1	(3%)	3	(5%)	2	(3%)	7	(4%)	
No Response	7	(35%)	15	(50%)	31	(47%)	19	(32%)	72	(41%)	
TO WHAT EXTENT DO YOU THINK THESE MATERIALS WOULD BE USEFUL IN INFLUENCING OTHERS IN YOUR COUNTRY?											
Very	15	(75%)	18	(60%)	32	(49%)	48	(80%)	113	(65%)	
Somewhat	4	(20%)	10	(33%)	23	(35%)	11	(18%)	48	(27%)	
Not Very	0	(0%)	0	(0%)	6	(9%)	0	(0%)	6	(3%)	
Not at All	0	(0%)	0	(0%)	1	(2%)	0	(0%)	1	(1%)	
No Response	1	(5%)	2	(7%)	3	(5%)	1	((2%)	7	(4%)	

A more demanding question asked what contribution the materials have made to influencing population and family planning in each country. In Nigeria, Ecuador, and Ghana, 37 to 40 percent said the materials had contributed a lot or some. In Pakistan, this response was made by only 28 percent of those who returned a survey form. Very few respondents said the materials had not made any contribution to population and family planning.

The last responses reported in Table 6-G were obtained by asking those who had not yet seen the materials to estimate to what extent these materials would be useful in influencing others in their countries. Here, the vast majority in every country except Pakistan said the materials could be very influential. Virtually no one said the materials would be not very or not at all influential.

5.7 Comparing IMPACT Materials to Others

Table 6-H shows that the majority of respondents in each country report that they have received some or a lot of materials with the same purpose as IMPACT publications. In Pakistan, relatively fewer respondents say they have not received materials of this kind.

**Table 6-H:
The Comparison of IMPACT Materials to Other Materials, by Country**

	NIGERIA		ECUADOR		PAKISTAN		GHANA		TOTAL	
	N	(%)	N	(%)	N	(%)	N	(%)	N	(%)
	20	100	30	100	65	100	60	100	175	100
HOW MATERIALS COMPARE WITH OTHERS ON POP/FAM PLANNING										
Haven't rec'd other	2	(10%)	4	(13%)	10	(16%)	15	(25%)	31	(18%)
Less Useful	0	(0%)	1	(3%)	3	(5%)	2	(3%)	6	(3%)
As Useful	8	(40%)	13	(44%)	33	(50%)	22	(37%)	76	(44%)
More Useful	7	(35%)	8	(27%)	13	(20%)	16	(27%)	44	(25%)
No Response	3	(15%)	4	(13%)	6	(9%)	5	(8%)	18	(10%)
HOW MANY MATERIALS WITH SAME PURPOSE RECEIVED?										
None	3	(15%)	7	(23%)	25	(38%)	14	(23%)	49	(28%)
Some	13	(65%)	14	(47%)	24	(37%)	36	(61%)	87	(50%)
A Lot	4	(20%)	6	(20%)	15	(23%)	8	(13%)	33	(19%)
No Response	0	(0%)	3	(10%)	1	(2%)	2	(3%)	6	(3%)

Most respondents report that IMPACT materials are as useful as others they have seen, and between 20 and 35 percent say they are more useful.

6.8 Future IMPACT Publications

Three questions on the survey form asked about specific features that future IMPACT publications should have and how high a priority should be accorded this activity. The largest number of respondents in each country said that a local letter of endorsement for these publications is very important or somewhat important. This response was most common in Ghana and least common in Pakistan.

The survey also asked whether country-specific information, regional information, or global information would be most useful in future IMPACT publications. In spite of the wording of this question, several respondents marked more than one response. Except in Nigeria, the majority said that country-specific information would be most useful. In Nigeria, slightly more respondents judged global information to be most useful. However, some mix of information, perhaps to provide context and comparison, seems likely to be well received.

Respondents from all four countries suggested new topics that might be included in future IMPACT publications. Most frequent among these was a request for publications on family planning management or successful programs. Policymakers also asked for publications on gender issues, on population trends, on religion and family planning, and on adolescent issues.

Finally, the data in Table 6-I show that the vast majority of respondents thought that production and distribution of materials like those in IMPACT should be a very high or a high priority. Only in Pakistan did as many as 16 percent say that such materials should be a medium or low priority. Perhaps this hesitancy reflects the overall less favorable responses given to these materials in Pakistan.

Table 6-I
Planning for Future IMPACT Publications by Country

	NIGERIA		ECUADOR		PAKISTAN		GHANA		TOTAL	
	N	(%)	N	(%)	N	(%)	N	(%)	N	(%)
IMPORTANCE OF LOCAL LETTER OF ENDORSEMENT	20	100	30	100	65	100	60	100	175	100
Very Important	11	(55%)	14	(47)	23	(35%)	37	(62%)	85	(49%)
Somewhat Important	4	(20%)	6	(20%)	15	(23%)	9	(15%)	34	(19%)
Not Very Important	3	(15%)	6	(20%)	15	(23%)	11	(18%)	35	(20%)
Not At All Import.	2	(10%)	1	(3%)	11	(17%)	1	(2%)	15	(9%)
No Response	0	(0%)	3	(10%)	1	(2%)	2	(3%)	6	(3%)
WHICH WOULD BE MOST USEFUL?										
Info -Your Country	9	(45%)	23	(77%)	36	(55%)	31	(52%)	99	(56%)
Info - Afr/LA/Asia	4	(20%)	14	(47%)	29	(45%)	16	(27%)	63	(36%)
Global Information	11	(55%)	3	(10%)	23	(35%)	22	(37%)	59	(34%)
PROJECT PRIORITY SHOULD BE										
Very High	11	(55%)	13	(43%)	27	(41%)	39	(64%)	90	(51%)
High	8	(40%)	13	(43%)	28	(43%)	19	(32%)	68	(39%)
Medium	0	(0%)	1	(4%)	9	(14%)	1	(2%)	11	(6%)
Low	0	(0%)	0	(0%)	1	(2%)	0	(0%)	1	(1%)
No Response	1	(5%)	3	(10%)	0	(0%)	1	(2%)	5	(3%)

7. SUBPROJECT COUNTRIES

1/6

7. SUBPROJECT COUNTRIES

7.1 Introduction

This component of IMPACT activities provides direct support to organizations and institutions in developing countries. The component's primary objective is to increase the capability of institutions to disseminate population research findings in ways that will capture the attention of policymakers. The project contract called for assistance in the following areas:

- a) identifying key audiences, issues of concern to these audiences, and research that bears on the issues;
- b) reporting research findings in a language that is technically accurate and understandable to non-specialist audiences;
- c) producing research findings in formats that are visually attractive and appealing to policy audiences;
- d) designing and implementing distribution systems, and other channels of communications;
- e) organizing workshops, seminars, briefings, and other means of contact;
- f) installing microcomputer systems in select major subproject countries; and
- g) evaluating the effectiveness of the above activities.

The IMPACT contract stated that up to seven major subprojects in LDCs, and up to five minor or single technical assistance tasks in countries not participating in subprojects would be implemented during the five-year contract period.

The contract indicated that several criteria would be used to select the subproject and minor task countries. These included requests from LDC institutions, the priorities of A.I.D. as reflected in the Resource Allocation Plan, A.I.D. mission requests, and opportunities to complement efforts of other A.I.D. CAs involved in policy work.

Minor country tasks were implemented in several different countries including Mexico, Kenya, Zimbabwe, Cote d'Ivoire, Cameroon, Mali, Togo, Chad, Zaire, Ecuador, and India. Activities included

- a) technical assistance in analysis and translation of population information into booklets that contribute to policy dialogue;
- b) providing technical assistance and materials (posters and folders) for population and development, and family planning conferences and workshops;

- c) providing financial and technical support in preparing and distributing, policy briefs, press releases, brochures, charts, and fact sheets;
- d) providing audio visual aids, and training in computer graphics; and
- e) evaluating the outcomes of the above efforts.

Other efforts included preparation of summary booklets on the Demographic and Health Surveys in six countries -- Liberia, Senegal, Ecuador, Mali, Peru, and Brazil (19 in all will be produced).

Major subprojects were implemented in Ghana, Madagascar, the Sahel region of West Africa, Somalia, and Turkey (see Table 7-A). Zimbabwe was a minor task country but became a major subproject in 1988 when IMPACT received a buy-in through Family Health International (FHI). Activities in Nepal, which include the development of two booklets and worksheets, and other print materials, began in July 1989.

Table 7-A: Summary of IMPACT Subprojects

COUNTRY	SUBPROJECT TITLE	IMPLEMENTING AGENCY	START AND END DATE	TOTAL SPENT (BUY-IN INFO)
Ghana	Population IMPACT Project	University of Ghana	07/01/86 - 09/30/89	\$498,376
Madagascar	Population Policy Development	Planning Directorate	11/15/87 - 07/01/89	\$ 89,373 (buy-in \$80,000 REDSO/ESA)
Nine Sahelian Countries	Population Policy Project: Sahel	CERPOD	10/01/87 - 12/31/89	\$244,090 (buy-in \$75,000 SPI Project)
Somalia	Population Policy Project - Somalia	Family Health Care Assoc.	09/13/88 - 08/31/90	\$ 72,368 (buy-in \$190,655 USAID/Mogadishu)
Zimbabwe	Population Policy Project - Zimbabwe	ZHFPC	11/01/86 - 03/01/89	\$ 52,859 (buy-in \$50,000 FHI)
Nepal	IMPACT - RAPID Project	MOH	07/01/89 - 06/30/90	\$ 91,146 (buy-in \$130,000 USAID/Kathmandu)
Turkey	Population Policy Project - Turkey	Environmental Problems Foundation	11/15/86 - 05/15/88	\$116,051 (buy-in all ANE)

IMPACT staff experimented with a number of approaches in designing the major subprojects. In Ghana, where the subproject was developed with experienced scholars and media professionals, a full range of dissemination strategies was undertaken -- television programs, press releases, newspaper articles, workshops, and conferences, and the development and distribution of eight sectoral booklets. In other countries with limited professional personnel, a great deal of technical assistance was provided in hosting conferences and developing materials to promote the development of a population policy, such as in Madagascar. In the Sahel, a subproject was undertaken with CERPOD, a regional organization that operates in nine West African countries.

Three subprojects were chosen for in-depth evaluation because they were longer in duration (one to three years), and they offered a number of insights into the design and implementation of in-country activities. A number of lessons have also been learned from the minor country tasks. Following this discussion of the major subprojects are the outcomes of the minor country tasks.

7.2 Evaluation of Three Major Subprojects

The major subprojects chosen reflect three unique approaches used by IMPACT staff:

- Ghana -- the comprehensive approach
- Madagascar -- hands-on technical assistance
- CERPOD -- promoting dissemination activities within a West African regional population organization.

7.2.1 The Ghana Subproject: The Comprehensive Approach

Duration of Project: July 1, 1986 to September 1, 1989
(the last six months represent a no-cost extension of the contract)

Budget, including IMPACT Staff time: \$489,376

Background on Project Development

In 1969, Ghana became one of the first African countries to develop a comprehensive population policy. During the past 20 years, government support for the policy has been minimal. The Ghana Demographic and Health Survey of 1988 indicates that slightly less than 13 percent of married women are currently using any family planning method; 5.1 percent are using modern contraceptive methods. About 19 percent of husbands are using family planning and among these, 9.3 percent are using modern contraceptives.

Ghana became the first IMPACT subproject country in July 1986. IMPACT was invited by the A.I.D. mission to assist in the design of the Ghana National Conference on Population and National Reconstruction. During the conference, discussions focused on ways to revitalize Ghana's population policy. The IMPACT team explored ways that IMPACT could assist in post-conference follow-up activities with the conference director from the Regional Institute for Population Studies (RIPS), University of Ghana.

Initial IMPACT/RIPS Proposal

The initial IMPACT/RIPS project proposal called for a number of concurrent strategies to disseminate population research in an effort to promote discussion on population policy implementation in Ghana. The strategies are briefly discussed below:

1. Media Relations

- a. Radio and Television: produce a bi-weekly series of 15-30 minutes duration on population and family planning issues on radio and quarterly programs on television,
- b. Press: published bi-weekly population articles in the local newspapers,

2. Publications

- a. Conference Proceedings: published the contributed papers of the 1986 conference,
- b. Sectoral booklets: produced 10 booklets on various aspects of population to reflect the interests and concerns of institutions in Ghana,
- c. Special Publications: respond to *ad hoc* requests from various government ministries for population information. Prepare low-cost briefing papers and fact sheets in language understandable to non-specialists, with accompanying straightforward charts and graphs,

3. Outreach

- a. Regional seminars: organize population seminars for major regions of Ghana, inviting the regional officials in various key sectors,
- b. Presentations to ministries: respond to requests for seminars or workshops with appropriate ministerial personnel, and,
- c. Liaison: serve as a central clearinghouse of population and family planning information.

Implementation Activities by PIP

To implement the IMPACT activities, the Population Impact Project (PIP) was established within the Geography Department, University of Ghana. It is staffed by five high-level professionals. Its project director, a former Minister of State and Pro-Vice Chancellor of the University of Ghana, is well known to the political elite. Other staff include a former Minister of Information and Presidential Affairs, a former editor of the Daily Graphics, and a professor who has worked with the International Planned Parenthood Federation and is currently working on a population project funded by the World Bank.

The objective of PIP is to maintain national dialogue on family planning and the implications of rapid population growth. The proposed scope of work indicated above has been modified somewhat. The number of regional seminars has been reduced to about four, and eight sectoral booklets have been developed to date -- two more will be completed by early 1990. The rest of the proposed activities are basically the same.

The target audience of PIP has been top-level decision makers. PIP has focused on the Provisional National Defense Council, traditional rulers, presiding members of district assemblies, the media, leaders of women groups, and planners, administrators, and other policymakers within a number of ministries -- Health, Education, Finance and Economic Planning, Lands and Mineral Resources, and Industries, Science and Technology, to name a few.

PIP has produced and distributed eight sectoral booklets; volumes I and II of the *Proceedings of the Ghana National Conference on Population and National Reconstruction*, April 1986; and special data sheets on Ghana. It has also distributed IMPACT thematic booklets -- *Family Planning Saves Lives* and both volumes of *Contraceptive Safety*.

The titles of the eight sectoral booklets are listed below.

1. *Population Growth and Development in Ghana* (1987)
2. *Some Implications of Early Childbearing in Ghana* (1987)
3. *The Ghanaian Woman: Development Through Education and Family Planning* (1987)
4. *Maternal-Child Health and Family Planning Ghana* (1988)
5. *Population and Food in Ghana* (1988)
6. *Some Implications of Rapid Population Growth in Ghana, interviews with Members of Government* (1988)
7. *Urbanization in Ghana* (1988)
8. *Population Policy in Ghana* (1989)

A number of dissemination strategies are used by PIP staff. RAPID⁵ presentations are used to generate awareness about population impacts on development. Slides, charts, and maps are used to illustrate issues raised during the presentation. At the end of the sessions, sectoral booklets, data sheets, and IMPACT thematic booklets are handed out. PIP also mails the booklets to policy officials. In most cases, the booklets are hand delivered to top-level members of government by PIP staff. Evaluation forms are used to assess the use and impact of the materials.

Additional activities by PIP staff are undertaken to keep population and family planning issues on the minds of decision makers -- radio broadcasts are aired bi-weekly, television programs are shown quarterly, and newspaper articles are released bi-weekly.

Technical assistance from IMPACT has come in the form of equipment (computer technology and audio-visual), training on the use of computer equipment and graphics software, and reviews of the sectoral booklets prior to printing.

Efforts to Reach Decision Makers

PIP staff were asked to comment on the most effective way to reach decision makers with population information. Two staff members felt that personal contacts within ministries was highly effective in distributing the sectoral booklets. Staff could review the findings in the booklets on a one-on-one basis. Other staff indicated that the RAPID presentation was the most effective method. (The RAPID model generates questions about population issues which can be clarified during the presentation among peers. Top-level officials can listen to supportive comments made by individuals within their offices.)

A written evaluation report from the PIP staff is presented in Appendix C.

Outcomes of PIP Activities

PIP staff were also asked about the outcomes of the project. A few of their accomplishments are presented below:

1. PIP, on request of the Ministry of Education, produced a chapter on "Population Growth, Distribution and Development in Ghana" that will be used as a source book for family life education in all Second Cycle Institutions. One of PIP's sectoral booklets,

⁵The RAPID presentation developed by the Resources for Awareness of Population Impacts on Development (RAPID III) project is an interactive computer simulation model which uses colorful graphics generated on a large screen to show population and development relationships.

Some Implications of Early Child Bearing in Ghana, has been adopted by the Ministry of Education as one of the basic books for the family life education curriculum.

2. The Ghanaian government has given PIP staff a vehicle to continue functioning as a population resource unit. PIP staff are currently developing a proposal that will be presented to the government that would make PIP an ongoing national project as part of the new Population Commission.

3. UNFPA asked PIP staff to play a major role in "The Day of Five Billion," July 11, 1987.⁶ PIP gave a RAPID presentation which was telecast on national television.

4. PIP staff have received numerous requests from government ministries, interest groups, and the donor community to provide materials and conduct conferences, workshops, and seminars on population issues.

Ghanaian Leaders' Assessment of the PIP Project

To assess the impact of the project on decision makers in Ghana, a POPTECH staff member visited Ghana from September 25-29, 1989. He held personal interviews with about 16 individuals such as the Deputy Secretary of the Ministry of Finance and Economic Planning, the Secretaries (Ministers) of the Ministries of Health and Education, the Executive Director of the Ghana National Family Planning Program, editors of the local newspapers, directors of the radio and television corporations, and staff of PIP. A copy of his trip report is included as Appendix D.

In the interviews, most policymakers spoke of the impact of the RAPID presentation and the materials disseminated by PIP. A number of policymakers stated that these PIP materials were useful in speeches and seminars since they provided the latest information on Ghanaian demography. The Deputy Secretary of the Ministry of Finance and Economic Planning felt that the publications provide policymakers with evidence to influence other people about population problems and issues.

Several policymakers also indicated that the PIP booklets, particularly *Interviews with Members of Government*, have given credibility to government programs concerning child spacing and family planning. The Secretary of the Ministry of Health felt that the publication confirmed the support of the government for child spacing. He can use the booklet to point to the various pronouncements of government officials to justify his position on child spacing.

⁶This was a United Nations-sponsored global event -- a symbolic day when the fifth billion person was born.

Many of the media people interviewed valued the three-day media workshop, the booklets, the newspaper articles, and radio programs produced by PIP staff. The PIP publications have been used as resource materials to write articles and create radio messages on population issues. PIP materials are used by Ghana radio as background materials for local language broadcasts.

Policymakers were also asked to comment on the glitzy quality of the publications. Most people liked the glossy covers. The Secretary of the Ministry of Health said that the glitz was needed to attract the attention of policymakers. Once the booklets are picked up, the articles are short enough to be read in one sitting. It was also mentioned that if the project were expanded to the district level, less expensive booklets would suffice to reach larger numbers of people.

Important Strategies of the PIP Project

Four factors seem particularly important in the PIP model:

1. PIP staff collaborated with the RAPID project to complement the policy-related activities provided by RAPID. The RAPID presentations are excellent in drawing attention to the impact of population growth on development sectors. As a follow-up, the radio messages, television programs, and the booklets produced by PIP staff serve to keep population issues on the minds and agendas of high-level and mid-management government officials.

2. IMPACT staff, with guidance from the A.I.D. mission, selected highly respected Ghanaian scholars and professionals jointly to design and implement the project. The high-level staff gave credibility to project activities. In addition, PIP staff had easy access to decision makers and they made office calls to top-level government officials to distribute and discuss the booklets. PIP staff clearly make the project a Ghanaian effort rather than solely an A.I.D. project activity.

3. PIP staff produced and disseminated Ghana-specific materials that decision makers could use as reference sources to convince others of the need for population programs.

4. A number of concurrent dissemination strategies were employed to present population information. The use of mass media channels -- radio, television and newspapers, workshops, thematic booklets, and fact sheets provided continuous reminders about Ghana's population issues.

Areas of Concern

Although the project has been successful, a few weak areas can be found in the project design.

1. IMPACT allowed the PIP staff to have a great deal of flexibility in the implementation of the project. IMPACT staff should be praised for allowing for flexibility in project implementation. However, more quality controls were needed. PIP staff did send booklet drafts to the IMPACT staff for review prior to final printing. In addition to IMPACT's review, though, an external advisory board consisting of Ghanaians from the research community and high-level government offices should have assisted in topic selection and review of the sectoral booklets. Such a board could have also provided overall guidance in program development.

It should be mentioned that the A.I.D. mission population officer was concerned about the quality of the booklets and overall guidance provided by IMPACT staff. Because there was no external advisory board within the country, he found himself reviewing the draft booklets prior to release.

2. IMPACT relied on the RAPID III staff to assist in monitoring the project in the field. IMPACT also sent technical staff to assist in computer graphics. IMPACT's senior-level staff made three visits to Ghana to provide overall guidance to the project once it was established, two to develop the subproject contract, and one visit after the first year of the project to review progress and to modify the subcontract. It would have been helpful if IMPACT staff had visited Ghana within three to five months after the project got under way. The PIP project was started as a new activity for the University of Ghana and the initial proposed activities were very ambitious. During the critical months of operation when revisions to the subcontract were needed, PIP staff needed IMPACT's senior-level staff to visit Ghana to provide advice on subcontract redesign.

The Office of Population did send a team to Ghana to review management efforts within the first seven months of the project. The PIP staff greatly appreciated the advice of the team. The visit assisted them in revising their contract with IMPACT.

7.2.2 Madagascar Subproject: Hands-on Technical Assistance

Duration of Project: November 1987 to September 1989

Budget: \$99,800 (includes \$80,000 buy-in from REDSO/ESA)

Madagascar's population was estimated to be 10.8 million in 1987 with an annual growth rate of 2.8 percent. The total fertility rate is about 6.1. The government does not provide family planning services. The main service provider is FISA, Madagascar's IPPF affiliate. Contraceptive prevalence is estimated to be 2 percent.

In April 1987 the Unité de Population et Développement, a population unit funded by UNFPA, sponsored a national seminar on

population and development. Two A.I.D. policy projects assisted with the seminar -- RAPID II and IMPACT. The IMPACT project produced a booklet for the RAPID presentation and provided other conference materials. The seminar raised awareness and support for the development of an official population policy. A plan of action leading towards the development of a policy was produced within months after the workshop. The government would like to integrate the policy into the forthcoming 1991 national development plan.

The Unité de Population et Développement took responsibility for coordinating the policy process and embarked on a comprehensive agenda. Its proposed activities include RAPID presentations, dissemination of the results of the seminar, conducting 15 demographic studies (there are few demographic studies within the country and the last census was in 1975), formation of an interministerial technical committee, workshops for media professionals, and preparation of a final synthesis policy document.

IMPACT developed a detailed strategy jointly with the OPTIONS project to assist with Madagascar's policy process. IMPACT provided the following:

1. materials and booklets such as the *Population Handbooks*, materials on focus-group methodology; thematic booklets -- *Family Planning Saves Lives* and *Contraceptive Safety*; audio visuals;
2. assistance in organizing and disseminating materials at policy-related workshops;
3. assistance in the design and printing of summary documents and materials for the interministerial committee; in particular, the dissemination of the recommendations from the demographic studies;
4. technical assistance in the editing, design, and production of the draft policy document;
5. computer equipment and software for desktop publishing; and,
6. training in computer graphics and publishing.

Outcomes

There are several outcomes of IMPACT's involvement in Madagascar. A key outcome will be an official population policy for the country. The policy is needed to promote government involvement in providing family planning services nationwide and

to eliminate legal barriers that restrict women from receiving modern contraceptives.

IMPACT will produce a summary document of the draft population policy (with the President's signature) for widespread circulation. Government officials requested this service from IMPACT. The Ministry of Population, Social Conditions and Youth and Sports, and the Population Unit within the Ministry of Planning wanted to raise the status of the population policy by distributing an attractive summary booklet. They felt that policymakers would take the time to read a booklet that is brief and attractive.

Once the policy is endorsed, the Population Unit will need to continue with awareness-raising activities. IMPACT has trained staff within the Population Unit to organize population workshops and disseminate seminar materials using computer graphics.

Areas of Concern

1. The budget for Madagascar (a buy-in) limited the activities that could be performed under IMPACT. With these limited resources, IMPACT staff had to make some hard resource allocation decisions. They chose to focus on the development of the policy document since the lack of a policy has severely limited family planning efforts in the country.

If more resources had been available, IMPACT could have played a more active role in providing technical assistance in disseminating the 15 research studies. The dissemination of population information will be needed to gain support for population implementation activities. Government officials in the various ministries will need to be convinced that there is a population problem, and those that are convinced will need information to convince others.

2. The direct involvement of IMPACT in publishing a draft population policy raises some concerns. The April 1989 trip report for Madagascar indicated that the government was politically unstable. Publishing the country's draft population policy in the United States can be used to attack the government in power and slow the population policy process. In countries that are politically unstable, IMPACT should enlist private or government printing operations from within the countries and provide the financial support for producing policy documents.

7.2.3 CERPOD: Regional Dissemination Activities

Duration of Project: January 1987 to December 1989

Budget: \$123,800

The Centre for Applied Research on Population and Development (CERPOD), formerly the Socio-Economic and Demographic Unit of the Sahel Institute, was created by the Council of Ministers of the Permanent Interstate Committee for Drought Control in the Sahel. CERPOD works with nine member countries: Burkina Faso, Cape Verde, Chad, Gambia, Guinea Bissau, Mali, Mauritania, Niger, and Senegal. It carries out a number of activities: population research, dissemination of population information, training, organization of seminars and workshops, and technical assistance to the Sahelian countries.

CERPOD is supported by the member countries and the international donor community -- A.I.D., other development agencies of developed countries, UNFPA, and private foundations.

IMPACT Activities

IMPACT is working in collaboration with the OPTIONS project on some of this subproject's activities. IMPACT has focused on assisting CERPOD staff with the development and dissemination of booklets that focus on the region. Publications include *Population and Development in the Sahel*, *Family Planning in the Sahel*, the *N'Djamena Population Plan of Action* for use throughout the Sahelian region, and a Sahel fact sheet. The thematic booklets produced by IMPACT are also being disseminated through CERPOD. IMPACT has also held a workshop for over 40 journalists in the region and plans to finance and coordinate a video production on population and development in the Sahel.

Much of the technical assistance provided by IMPACT focuses on building the dissemination skills of the publications staff. CERPOD has two staff members in its publications office. IMPACT is training them to disseminate population information and research findings to policy audiences. A major component is teaching the staff to develop a long-term communications work plan. Another part is creating dialogue between the communications staff and the researchers at the Sahel Institute. Currently the researchers produce lengthy documents. IMPACT will train the publications staff to disseminate the findings of the studies through brief, attractive booklets.

Outcomes

IMPACT is strengthening the capability of a population organization to disseminate materials to promote population dialogue among policymakers in nine West African countries. CERPOD staff value the technical assistance provided by IMPACT staff on ways to target policy audiences with materials.

Since the Sahel booklets are "either hot off the press" or are still in the draft stages, it is too early to assess the impact of the booklets on creating awareness among decision makers in the region.

Areas of Concern

1. IMPACT edited and produced the Sahel booklets in the United States. This was necessary because of the limited staff within CERPOD's publications office. Staff of CERPOD indicated in a telephone interview that they would like to have desktop computer technology and training to produce sectoral booklets in their own institution. To strengthen regional dissemination institutions, a follow-on project will need to allocate resources for purchasing equipment to promote the production of booklets, and conference posters within CERPOD.

2. IMPACT staff should assist CERPOD in establishing an external advisory board to select topics, and review the booklets prior to publication. The booklets may be received differently in various countries. Field testing, although time consuming, may be necessary.

IMPACT's experiment with a regional dissemination activity can have a great impact on the development and implementation of population policies in the Sahel.

7.3 Outcomes of the Minor Tasks by Country

Table 8-B provides a brief summary of minor country tasks. In most cases, IMPACT collaborated with other A.I.D. population policy projects, in particular the OPTIONS and RAPID III projects. Both of these projects assist governments in developing and implementing population policies. Through its close working relationship with the two projects, IMPACT has been able to support regional and national conferences that facilitate the policy process.

As Table 8-B suggests, most of the minor tasks were conference preparations. IMPACT provided assistance and materials for 10 national conferences within 8 countries. The target group for the conferences and workshops in most cases was high-level government officials. The professional style or glossy quality of the materials helped to underscore the importance of population issues to those attending.

Minor country tasks also led to the production of six new booklets, all of which have relevance to other countries. Four of the booklets identify successful family planning strategies in the public and private sectors. The booklets on Zimbabwe, Kenya, and India provide information that can be used to expand family planning services in other countries. It is important to increase awareness of the booklets among A.I.D. mission population officers in African countries, in particular. Missions interested in the booklets may wish to request multiple copies for distribution within country.

Table 7-B: Minor Tasks, by Country
Latin American Countries

Mexico	Trained staff of The Instituto Mexicano de Seguro Social in computer graphics.
Ecuador	Provided computer equipment and training in computer graphics, and technical assistance in developing booklets for policymakers.

African Countries

Zimbabwe*	Assisted with three conferences -- Community-Based Distribution and Alternative Delivery Systems (regional conference), the All Africa Parliamentarians Conference on Population and Development (regional), and the Zimbabwe Conference on Population Problems; assisted in the production of two booklets on family planning activities in Zimbabwe; and developed slides for a dissemination workshop on the results of the Reproductive Health Survey.
Mali	Assisted with the June 1986 conference on population and development for Islamic and government leaders. IMPACT provided the conference design and supporting materials such as slides, folders, and report covers.
Kenya	Provided support materials for two international conferences on safe motherhood and assisted in the production of two booklets on successful family planning programs.
Togo	Provided materials for a conference on population and development.
Cote d'Ivoire	Provided materials for the Parliamentarians Workshop on Population.
Cameroon	Provided materials for a conference on the Cameroon family.
Chad	Provided materials for a population and development conference and produced copies of the conference recommendations.
Zaire	Provided materials for population implementation workshops.

Asian Countries

India	Produced a booklet on the Tata Iron and Steel Company's successful family planning program.
-------	---

**Zimbabwe, now a major subproject, began as a minor task.*

8. MANAGEMENT AND ADMINISTRATION

8.1 Project Staff

8.1.1 Staffing Configuration

The IMPACT project has a small staff that includes seven technical (two part-time) and three administrative personnel (one part-time). Half of the present staff are senior- and mid-level professionals and the other half are junior-level. (Figure 1 provides a summary of IMPACT's organizational structure.) Although the original contract called for only five full-time staff, additional personnel were added to provide writing, editing, and backstopping assistance when it became apparent that the level of effort required to prepare IMPACT publications had been underestimated. As subprojects got under way and travel demands increased, it also became increasingly difficult for staff to meet publication schedules and to respond to *ad hoc* requests.

The project has experienced limited staff turnover, and the project director has attempted to use existing IMPACT staff to fill vacancies before looking for outside candidates. As a result, a number of staff have been promoted within the project. Internal staffing changes have also been made when an individual has exhibited aptitude in a position other than the one for which he or she had originally been hired. This policy is one of the factors contributing to the high morale found in the project.

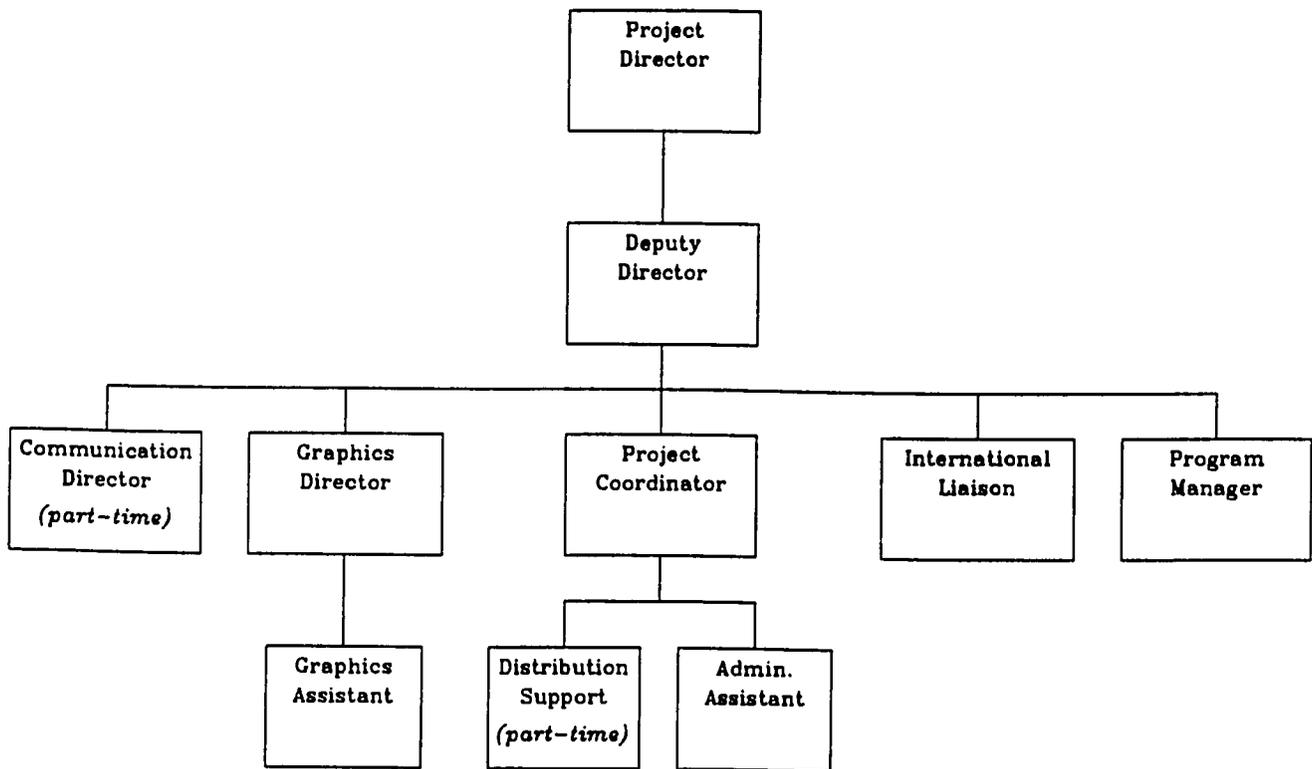
8.1.2 Technical Capabilities

By design, the IMPACT project requires staff to have an assortment of skills and technical capabilities that include writing, editing, graphics design, publication design, computer use, and subproject development and implementation. For the most part, present staff have the technical expertise needed to carry out these tasks. When additional skills are required, the project draws on specific consultants, e.g., writers, editors, and designers. All of the project staff have language skills (French and Spanish).

Although staff are assigned specific core responsibilities, because of the large array of backstopping and production activities needed to implement the project, most share a variety of roles. For example, in addition to each person's regular job, most staff have responsibilities in at least one subproject (this includes the project director.) Staff also share writing and editing tasks when appropriate.

Figure 1

IMPACT Organizational Chart (Draft)



Although IMPACT does not have a staff member with policy expertise, this has not posed a problem. Since most of the policy work takes place in the field as part of subproject activities, IMPACT relies on in-country experts who understand each country's unique situation. Also most publications produced in Washington are written or reviewed by knowledgeable policymakers, both in-country and U.S.-based prior to publication.

A noteworthy characteristic of the project is the staff's willingness to help one another, which results from a strong sense of teamwork and an enthusiastic dedication to ensuring that the project succeeds.

8.1.3 Subproject Monitoring

A criticism made by several USAID missions is that project staff do not spend enough time in the field monitoring the subproject activities. Project staff explained that, because of the many project activities that take place in Washington, it is difficult to allocate time for staff to take subproject trips. Rather than using consultants in this role, the project also prefers using IMPACT staff because their use ensures continuity and quality control.

8.1.4 Consultant Support

To assist in the distribution of materials, IMPACT uses the services of Mailing List Representatives (MLR) in 19 out of 26 of its Tier 1 and 2 countries (these are countries that use a mailing list to send out the thematic publications). Although the use of MLRs was not included in the original project design, it became apparent that in-country support for the distribution efforts was essential. The MLRs function as in-country consultants, providing continuous support to the project when needed. As part of their work, the MLRs were given an initial list of names (provided by PCS/JHU) of people likely to have an impact on population policy decisions in their countries. They were then asked to update the list, make corrections, and identify additional names. Once the lists are completed, the MLRs use them to distribute IMPACT publications. An IMPACT staff member oversees these activities and acts as a liaison between the project and the MLRs.

The use of MLRs in the field has not been an entirely satisfactory strategy for IMPACT. Because many of the individuals recruited for this post are mid- to high-level professionals who are knowledgeable in the field, they are often very busy with other activities and are not always able to spend the time required to update the mailing lists in a timely fashion.

IMPACT also has the resumes of approximately 50 consultants on file, which were collected through referrals. Most

consultant support is used for reviewing publications, writing, editing, translating, and publication design and production. As mentioned above, consultants are seldom used in the field.

8.2 Advisory Panel

The objective of the IMPACT advisory panel, as specified in the contract agreement, was to provide advice and guidance on specific publications, subproject activities, and distribution strategies. The panel consists of ten professionals who were recruited through referrals from A.I.D and various CAs. The panel includes an impressive group of developing country nationals and other experts in the field of population (i.e., research, international assistance programs, communication, demography, public relations, and policy development). An A.I.D representative also sits on the panel. In addition to attending the advisory meetings, panel members are also asked to review IMPACT materials prior to publication.

To date, the advisory panel has held three full-day meetings. During these meetings, the project director acts as chairperson and the entire IMPACT staff participates. A number of major recommendations made by the panel have been followed. For example, the panel recommended that the project focus on fewer countries to avoid becoming overextended and that the number of thematic publications be limited to four rather than eight. Both recommendations resulted in amendments to the project contract.

The technical insights provided by the panel during the first two meetings appear to have been useful to the project. The project director indicated that the panel helped to improve the quality of publications and has assisted in developing useful strategies for working with developing country institutions.

The evaluation team attended the third advisory panel meeting in October 1989. A series of informative presentations were made by A.I.D. representatives, IMPACT staff, and Intercultural Communications, Inc. (the subcontractor carrying out IMPACT's internal evaluations -- see Section 9.3). Little time was left for the panel members to discuss adequately a number of questions sent to each of them which addressed the future activities and directions of the project. As a result, the panel was limited in the input it was able to provide during the meeting.

One significant drawback of the panel is its high cost: each meeting has cost approximately \$15,000 -- for travel, (domestic and international), per diem, and consultant fees.

8.3 Project Management

8.3.1 Project Leadership

The overall management of the IMPACT project is sound. The project director, with support from the deputy director, provides good leadership and direction to the project. Although their styles are different, they appear to complement one another: one is more personnel oriented and the other is more task oriented.

One of the project director's major strengths is her policy of encouraging staff to come and see her to express their opinions on project issues at any time. This has fostered a strong team spirit and a sense of involvement among staff members. As the project has progressed, increased responsibility has been delegated to the deputy director and other staff.

8.3.2 Project Coordinators/Administrators

The project coordinator is responsible for carrying out the administrative aspects of the project. To date, the project has had three persons in this role.

The current project coordinator has been in place since June 1989. One new focus in this position has been the improvement of the overall administration of the project through refinements of the accounting and filing systems.

8.3.3 Internal Communication

Overall, communication among staff members is good, and a free exchange of information and ideas occurs on a regular basis.

The project attempts to have regular staff meetings once every two weeks; however, these often occur less frequently due to travel schedules and other constraints. Since IMPACT is a small project, this has not posed a major problem.

8.4 Administrative Systems and Deliverables

8.4.1 Administrative Systems

At the time of the management review (April 1989), project administration was characterized by a number of problems. For example, project filing was found to be several weeks behind schedule and staff indicated that they were not always able to locate easily important papers because of this filing backlog. Furthermore, the alphabetical filing system in use, groups all of the administrative files (office procedures) and operational files (country and subproject files) together instead of separating them.

No computerized management information system had been developed to track project activities such as publication requests or distribution of materials. Instead, this information was placed in handwritten logs. As a result, it was difficult for staff to use the information as a tool for identifying project trends. Ideally, the development of such a system should have taken place when the project was first initiated.

The project does not have a centrally located set of administrative and operational guidelines that provide a summary of specific procedures, e.g., consultant recruitment, travel expenditure sheets, subproject proposal preparation, etc.

Since the arrival of the new project coordinator (June 1989), a number of improvements have taken place. For example, there is no longer a backlog in filing project information. In addition, the filing system has been reorganized into three categories: general, IMPACT-specific, and country-specific. The new system appears to be much more effective.

A computerized system for tracking in-coming requests for materials is under development. The new system should allow the project to identify quickly the number and type of materials sent to each country. These changes should improve the administration of the project.

8.4.2 Financial Accounting System

At the time of the management review, the financial accounting system used for the project was found to be inadequate. Instead of appearing in spreadsheets that would allow easy access to important financial information, expenditures were organized into long "running total" lists. Although all financial information was documented, it was impossible to get specific budget breakdowns without a great deal of effort. Furthermore, no coding system was used to differentiate project expenditures by activity or budget line.

Since the arrival of the new project coordinator, a consultant has been brought in to help revise the accounting system, using Lotus. The new system was set up to code expenditures by budget line and activities in a manner that allows for easy input and retrieval. This system now allows the project to keep accurate track of staff time and program expenditures, and to carry out different analyses to determine the costs of specific project activities from different perspectives.

8.4.3 Administrative Deliverables

Within the terms of the contract, PRB is required to provide A.I.D. with specific administrative deliverables including semi-annual reports, financial summaries, trip reports, and other

materials requested by the Cognizant Technical Officer (CTO). These deliverables are to be prepared and submitted to A.I.D. within a specific time period. A criticism cited by A.I.D. was that these items have not always been received on time. For example, at least one semi-annual report and several trip reports were submitted several weeks after they were due.

8.5 Yearly Work Plans

As part of IMPACT's reporting requirements, an annual work plan is developed and presented to A.I.D. These work plans, which are developed with input from all staff members, include background information on each segment of the project, as well as a detailed description of future activities planned for the coming year. There are, however, no dates provided for when activities will be completed.

The format for the work plans includes an executive summary, the body of the paper, and a series of appendices that provide work schedules for staff members and schedules for completing a few of the larger publications. The work plans average approximately 16 pages. A comparison of the work schedules found in the appendices with the actual implementation of these publications shows that the schedules are accurate only for several months. Because of delays, generally outside of the control of the project, the schedule often becomes obsolete in a short time.

Because of the descriptive nature of the work plans, which tend to be very long and detailed, their use as a management tool is limited. For example, the amount of text makes it difficult to identify quickly the activities that will be carried out and within what time frame. In addition, because the work plans have few summary tables or charts, it is difficult to get a conceptual sense of when project activities will be implemented in relationship to other activities. Although most of IMPACT's work plans include an appendix that provides an implementation plan in the form of a line chart, it is too general to be of any use.

8.6 IMPACT Budget

The total budget ceiling for the IMPACT project was originally set at \$5.9 million, 85 percent of which was to come from central funds, while the remaining 15 percent was to come from buy-ins. As of September 1989, approximately \$4.5 million had been spent, with \$1.4 million remaining. With 10 months left in the project, approximately 21 percent of the budget still remains.

Since the end of the fourth year, IMPACT has kept a close watch on the budget to ensure that sufficient funds were available to complete the project. The amount of remaining funds should enable the project to complete its work and stay within the budget.

8.6.1 Budget Line Revisions

The original budget has been amended three times since the project began. These amendments served to shift funds between budget lines, but did not have an effect on the overall budget ceiling. This was done because the original budget figures for production, distribution, and staff level of effort did not always correspond with project needs over time. For example, when the relationship with Needham, Porter, and Novelli, Inc. (NPN) was discontinued (see Section 8.8), less funding was required for subcontracts; therefore, the "Subproject" budget line was reduced from \$1.1 million to \$0.8 million. The "Travel and Per Diem" budget line was also reduced from \$406,000 to \$280,000 when it was determined that less travel was required to implement the project activities.

In contrast to these reductions, some of the budget line totals have been increased. For example, the "Other Direct Costs" budget line was increased from \$1.2 million to \$1.9 million to cover unexpected printing costs. Since funding to NPN was supposed to cover these costs, when its services were discontinued, IMPACT took over these expenses under this budget line. In addition, the number of copies of the thematic publications printed was nearly 10 times higher than that which had been originally envisaged and the number of minor tasks undertaken was also higher than anticipated. The "Consultant" budget line was also increased from \$206,000 to \$319,000 in anticipation of a need for more consultant services during the project.

The budget line revisions cited above appear to be appropriate and do not differ from the normal budget adjustments often made during the life of new projects.

8.6.2 Expenditures to Date

Table 8-A is a summary of IMPACT's expenditures through year four of the project and proposed expenditures for year five.

The amount of proposed funds required for several of the budget lines it is significantly lower for year five, e.g., "Travel and Per Diem" and "Subcontracts." The "Consultant" budget line for year five, on the other hand, is higher due to the services of a consultant who is presently providing 80 percent time to the project for an extended period in order to provide editing services and to supervise the subproject in Mali. The "Other Direct Costs" totals for years four and five are significantly higher than previous years because of the budget line revisions discussed above.

8.7 Use of Project Resources

To date, the project has used its funds for the following activities:

• Major Subprojects	(29%)
• Thematic Booklets	(26%)
• Administration	(15%)
• Minor Tasks	(11%)
• Subcontracts	(10%)
• Mailing List & Distribution	(3%)
• Media	(3%)
• DHS Summaries	(3%)

Over 50 percent of the funds have been spent on major subprojects and thematic booklets. The percentage of project funds for administration (15 percent) is in line with levels found in other centrally funded projects, which vary between 10 and 20 percent. Table 8-B provides a detailed breakdown of these expended funds. While questions might be raised about individual items and their relative utility to the overall project, the percentages allocated to each of the major subportions of the IMPACT project seem reasonable.

Table 8-A: The IMPACT Budget (US Dollars)

Item	Revised Total	Year I 9/85-8/86	Year II 9/86-8/87	Year III 9/87/8/88	Year IV 9/88-8/89	Year V* 9/89-8/90
Salaries	\$ 1,075,747	\$ 181,453	\$ 214,275	\$ 221,507	\$ 242,512	\$ 216,000
Fringe	358,483	65,324	77,138	60,777	85,044	70,200
Overhead	906,573	127,018	149,888	257,158	194,309	178,200
Consultants	319,710	3,750	29,416	70,320	72,224	144,000
Travel, Trans. & Per Diem	282,319	33,939	69,105	49,337	90,968	39,000
Non-expend. equipment	68,730	36,362	2,014	13,204	14,150	3,000
Subcontracts	783,210	80,569	164,586	172,270	330,985	34,800
Other Dir.	1,942,388	130,378	297,217	279,645	723,948	511,200
TOTAL	\$5,737,190	\$658,793	\$1,003,639	\$1,124,218	\$1,754,140	\$1,196,400

*Based on estimates between now and the end of project.

Table 8-B: Budget Totals for Each Component

<u>THEMATIC BOOKLETS</u>		<u>MINOR TASKS</u>	
Booklet 1	\$ 263,065	Kilimanjaro	\$ 46,437
Booklet 2	444,447	CBD Booklet	28,887
Booklet 3	58,026	Zimbabwe	18,137
Booklet 4	320,080	Chad	31,640
Staff time	141,117	Zaire	24,985
		Cameroon	16,374
Total	\$1,226,735	Tata (India)	11,322
		Mexico	39,137
<u>SUBCONTRACTORS</u>		NFP (GU)	17,471
ICI	233,268	BF (GU)	30,095
TFG	108,000	LAC Parlia.	11,758
NPN	140,000	Kenya	63,331
		Cote d'Ivoire	15,975
Total	\$ 481,268	Togo	14,302
		International	35,975
<u>MAJOR SUBPROJECTS</u>		Madagascar	22,532
CERPOD	166,762	Mali	13,137
Nepal	131,706	Ecuador	16,137
Somalia	84,662	Bangladesh	21,137
Madagascar	106,239	Staff time	25,405
Ghana	434,945		
Turkey	0	Total	\$504,174
Other ANE	217,036	<u>MAILING LIST AND DISTRIBUTION</u>	
Zimbabwe	77,221	Johnson & Hay	30,585
Staff time	140,547	Reps fee	25,585
		Staff time	55,585
Total	\$1,359,118	Other direct	40,585
		Total	\$152,340
<u>DHS SUMMARIES</u>		<u>ADMINISTRATION</u>	
Total	\$ 118,872	Equipment	83,935
		Ad Hocs	40,648
<u>MEDIA</u>		Management	305,205
Total	\$ 138,205	Miscellaneous	124,126
		Staff time	108,299
		Total	\$712,418
		GRAND TOTAL	\$4,450,790

8.8 Relationships with Subcontractors

PRB's experience with using subcontractors has been mixed. When the project was first initiated, IMPACT had two major subcontractors: Needham, Porter, and Novelli (NPN) and The Futures Group (TFG). During the first year of the project, instead of long-term subcontract agreements with these companies, PRB decided to execute task orders to control the quality and cost of the subcontract tasks.

The working relationship with TFG has been trouble-free. As part of its role, TFG provides computer support to IMPACT's subprojects. This includes the transfer of microcomputer technology and training on microcomputers. To date, TFG has carried out several task orders for PRB in Ghana, Madagascar, and Nepal, and has also provided technical support in developing graphics on an *ad hoc* basis. (IMPACT provided direct support to Ecuador and Mexico.)

The agreement with NPN was more problematic. NPN was supposed to use market research techniques to identify the most appropriate way of marketing IMPACT publications to policymakers in developing countries. Although the design and production of the first thematic packet (*Family Planning Saves Lives -- FPSL*), generic materials, and the project brochure were good, a number of other factors resulted in difficulties. For example, IMPACT felt that NPN provided inadequate management of resources, assigned inexperienced staff to the project, and was often slow in performing. Furthermore, following its work on the FPSL publication, it was determined that the graphic presentations were too complicated for the audience. Finally, NPN's services were found to be overly expensive.

Because of these problems, NPN's services were replaced by 1) an independent graphic artist and designer (Jeff Dever Designs), whose work is managed by IMPACT staff, and 2) a subcontract with Intercultural Communications, Inc. (ICI).

According to IMPACT staff, Jeff Dever Designs has provided excellent support to the project in developing graphic designs for posters and various publications, as well as contributing to the layout of the publications. The role of ICI was to advise IMPACT on audience identification and evaluation of project activities and materials. The relationship between PRB and ICI has been found to be productive and appears to have helped to provide useful information related to the project's effectiveness in a number of areas. To date, ICI has carried out 10 task orders: including focus group discussions to evaluate FPSL, evaluation of bounceback questionnaires, and a mid-term evaluation of the Turkey subproject.

8.9 Relationship with A.I.D./Washington

Overall, the working relationship between the project and A.I.D./W has been good, characterized by good communication and a collaborative spirit.

The IMPACT project has had two Cognizant Technical Officers (CTO). Both have been active in the project on a day-to-day basis and have promoted the IMPACT project within A.I.D., helping to provide the project with good exposure.

8.10 Collaboration with Other Projects and CAs

IMPACT has worked with a number of CAs. This collaboration has focused on a variety of different activities including 1) subproject implementation (The Futures Group [TFG], 2) the development of conference materials (TFG and Family Care International), and 3) the development of specific publications or booklets (The Population Council, Institute for Resource Development, Inc. IRD/Westinghouse, Institute for International Studies in NFP, John Snow, Inc., Chogoria Hospital, and John Short and Associates.) Below is a more detailed summary:

- The Futures Group - Kilimanjaro All-Africa Parliamentarian's Conference materials, Madagascar Conference materials, Togo Conference materials, Cote d'Ivoire Conference materials, Cameroon Conference materials, Madagascar subproject, and Nepal subproject.
- The Population Council - *Better Health for Mothers and Children through Family Planning* publication
- Family Care International - Safe Motherhood Conference materials
- IRD/Westinghouse - Demographic and Health Survey summaries
- Institute for International Studies in NFP - Natural family planning and breastfeeding publications
- John Snow, Inc. - *New Paths to Family Planning* booklet
- Chogoria Hospital - *Making Community Distribution Work* publication
- John Short and Associates (TIPPS) - *TATA Steel Family Welfare Story: Benefits for Company and Community*

9. EVALUATION

9. EVALUATION

9.1 Overview

During the course of the IMPACT project, PRB has obtained a great deal of valuative information. This information has been both informal, such as unsolicited letters from recipients of IMPACT materials and services, and more formal, through specific studies conducted by ICI.

9.2 Informal Evaluation

IMPACT receives stacks of letters, thanking staff for services and materials and lauding the quality of publications. Many of these letters are from government officials or other policymakers who are the intended users of IMPACT materials.

In addition to this regular flow of letters, a variety of special events have suggested positive results from the work of IMPACT. The Royal Palace in Jordan called to congratulate IMPACT on the design of the Arabic version of FPSL. PIP/Ghana's booklet on adolescent pregnancy was approved as a textbook for the family life curriculum in secondary schools in Ghana. A variety of IMPACT materials has been reprinted by organizations such as the World Health Organization (WHO) or the American Public Health Association (APHA). These are only a few examples of such events. Although IMPACT does not systematically count or record these letters and events, a listing of most of them is available. By contrast, the negative communications have been few.

9.3 Formal Evaluation

The formal evaluation work of IMPACT has taken place via a series of 10 task orders negotiated with ICI. Table 9-A summarizes these task orders and their purposes, costs, and performance dates. Overall, the project has spent \$233,268 on evaluation activities to date.

The specific aspects of IMPACT that have been chosen for formal evaluation include reactions to materials, adequacy of the mailing list strategy, and analysis of the success of subprojects.

As in this external evaluation, the ongoing evaluation has suffered from some of the same methodological problems that plague the IMPACT project design. Gathering data from representative samples of those who did, or should have, received

**Table 9-A:
Evaluation Task Orders**

COUNTRY	DATES	COST	TASK
USA	4/87-6/87	5,420	STANDARDIZED CORE QUESTIONS FOR FOCUSED GROUP DISC.
USA	5/87-8/87	9,726	ANALYSIS OF BOUNCEBACK QUESTIONNAIRE ON FPSD
USA	6/87-10/87	26,517	DEVELOPING STANDARDIZED PERSONAL-INTERVIEW EVL. METH.
GHANA	6/87-10/87	17,152	CONDUCTING PERSONAL-INTERVIEW EVALUATION METHODS
TURKEY	9/87-11/87	17,476	CONDUCTING MID-TERM PROJECT EVALUATION IN TURKEY
SAHEL REGION	1/88-4/88	21,574	ASSISTANCE TO IMPACT ACTIVITIES IN SAHEL COUNTRIES
USA/UK ZIMBABWE KENYA	3/89-8/89	26,455	EVALUATION OF GLOBAL EDITION: <i>SUSTAINABLE DEVELOPMENT</i>
USA ZIMBABWE	3/89-9/89	32,764	EVALUATION OF MULTI-MEDIA ACTIVITIES IN ZIMBABWE
USA ZIMBABWE	3/89-10/89	19,081	EVALUATION OF IMPACT'S WORLDWIDE MAILING LIST COVERG.
USA	3/89-12/89	12,254	ANALYSIS OF BOUNCEBACK QUESTNR. ON <i>CONTRACEPTIVE SAFETY</i>

IMPACT materials has been challenging. Who should be surveyed and how can they be persuaded to fill out a questionnaire or to grant an interview? If large percentages of respondents are found not to have read or seen the IMPACT materials, is that the fault of the survey sample or the IMPACT distribution system? These problems are not easily solved in any evaluation of an IEC project of this kind. The best attempt to solve these problems seems to have been made in the Ghana evaluation of IMPACT materials, where interviews were completed with 72 "higher-placed" individuals in policy-relevant positions.

In other evaluation efforts, reliance on self-selected samples or very small samples has sometimes substituted for procedures that would be more sound methodologically. For example, the response rate to the bounceback questionnaires has been only 11 percent, and as is consistently admitted in summary reports, these 11 percent are likely to be those who are most positive about the materials. Although valuable for public relations purposes, expenditure of very much money to process these data is not likely to be useful for evaluation.

The *Global Edition* evaluation was particularly plagued by very small numbers of respondents. It is somewhat ironic that the publication that IMPACT estimates may have reached 3,000,000 people depended for its evaluation on 92 respondents. Also, the evaluation could not answer some of its questions (e.g., how many and what types of readers did it reach?). Instead, the data from these respondents yielded their perceptions of the impact of the project on others.

The evaluation of the IMPACT mailing list has examined the professions and place of employment of individuals on these lists, a reasonable strategy. In addition, however, the evaluation reached conclusions about whether mailings should be institution-specific or personalized, with names. It recommends the latter, but with little data offered to support that recommendation.

Overall, the evaluation efforts of IMPACT have seemed to focus on the most important questions and to have made valiant attempts to overcome the evaluation problems inherent in a project of this kind. Changes in strategy may be called for, however, in a follow-on project.

10. CONCLUSIONS AND RECOMMENDATIONS

10. CONCLUSIONS AND RECOMMENDATIONS

This report has reviewed the performance of the IMPACT project using data from several different sources:

- survey data from cooperating agencies and donors;
- survey data from USAID missions;
- survey data from policymakers in developing countries;
- a management review of contract performance via interviews, record review, and observation;
- interviews with subproject personnel;
- a review of project documents, and
- a review of data gathered during a site visit to Ghana.

The recommendations offered in this section are largely the result of the consensus among those surveyed, and many will await future projects for their implementation.

10.1 Conclusions on General Effectiveness

IMPACT has fulfilled all of its contractual obligations to USAID and has exceeded these obligations in several cases. IMPACT activities and projects are well received and perceived to be useful for policy change by those who know about them. Overall, among these various audiences, there is strong support for continuation of a dissemination activity such as IMPACT. A third of policymakers say these materials have thus far made a noticeable contribution to population or family planning policy in their countries. This response rate stems from distribution problems and perhaps from the relative newness of the project.

10.2 General Recommendations for a Follow-On Project

1. A follow-on project is recommended whose general structure should be as follows:

The primary allocation of resources in a follow-on project should be on subprojects which utilize

- a. local or regional materials;
- b. collaboration with other CAs to increase the number of strategies being used to reach policymakers and thus enhance the project's impact;
- c. transfer of technology and skills to insure sustainability; and

- d. tighter targeting of audiences for receipt of various materials and strategies.

2. Response to *ad hoc* requests should continue, provided that the overall time allocation for them does not absorb more than a minor portion of project resources.

3. Minor country tasks should also continue provided that the activity is likely to produce some discernible impact on population policy issues in developing countries.

The following specific conclusions and recommendations support these general recommendations.

10.3 Content and Design of Materials

10.3.1 Conclusions

IMPACT has produced a large number and range of professional, attractive, accurate and well-received materials about population issues whose topics are perceived as relevant, important, and useful by different audiences. Concern has been raised, however, about the ability of the materials to appeal to all decision makers in all developing countries. There is a high demand for materials that contain more local and regional information. In order that they be perceived as credible, it is also important that they convey primarily local, rather than U.S., endorsement and involvement in material content. In addition, translations of the materials are sometimes problematic.

10.3.2 Recommendations

1. Fewer global thematic booklets should be developed.
2. More resources should be devoted to developing regional and country-specific booklets and materials, which should include the national or international comparative data that would make their interpretation more meaningful.
3. More attention should be given to ensuring the language appropriateness of each publication.
4. New topics for materials should be explored, e.g.,
 - a. population policy formulation and adoption;
 - b. alternative and successful family planning delivery systems;
 - c. private sector family planning efforts;

- d. population impact on development;
- e. adolescent reproductive issues, and
- f. the relationship of family planning and women's roles and status.

5. Local endorsements and letters of support should be included in all IMPACT materials distributed in other countries.

6. The visibility of A.I.D. support for IMPACT materials should be kept at a minimum.

10.4 Distribution of Materials

10.4.1 Conclusions

The very process of this external evaluation has shown that the IMPACT project had to face many obstacles in its distribution of materials. However, even with these constraints in mind, it is clear that the present distribution approaches used by IMPACT have not been successful in reaching great numbers of the intended target audience. The present mailing list strategy is costly, labor-intensive, and somewhat inefficient and IMPACT has not kept retrievable information on distribution of its materials which has precluded adequate measurement of the outcomes of their efforts in this regard. On the other hand, IMPACT materials are being received and used by audiences other than policymakers, in such activities as training.

10.4.2 Recommendations

1. Target groups for each of the materials produced should be designated in advance, and accompanying strategies for reaching those target groups should be developed.

2. A variety of distribution strategies should be tried, including a) in-person versus mail, b) name versus institution, c) conference-only versus general mailing, and the like. These distribution efforts would each have an accompanying evaluation design to measure relative success.

3. When possible, records should be kept on exactly how and to whom each of the materials is distributed in order to facilitate later follow-up. This should include requests from developed countries as well.

4. Clear guidelines should be developed by the advisory panel and A.I.D. on what types of requests for materials should be filled by IMPACT.

5. Subproject collaborators should be required to play active roles in disseminating thematic booklets and country-specific booklets. Targeting materials and activities to reach the right audience is the key to the success of the project.

6. A follow-on project should require dissemination plans and evaluation strategies from IRD/Macro Systems prior to producing the summary booklets, or the project should produce, disseminate, and evaluate the booklets itself.

10.5 The Subprojects

10.5.1 Conclusions

There are several indications that the subprojects have been relatively successful, and this seems to be true, in part, because they already incorporate many of the recommendations given above and are more tightly targeted efforts. For example, IMPACT selected countries in which it could complement the work of other CAs involved in policy development and implementation; the subprojects and minor country tasks generated booklets that highlight successful family planning programs in the public and private sectors and that can be distributed to other countries to increase the use of modern family planning methods; IMPACT, through its major subprojects, used a number of dissemination strategies - radio, newspapers, RAPID presentations and country-specific booklets, to remind the policy elite about population issues. On the other hand, there is a need for more external reviews and testing prior to releasing country-specific booklets; limited transfer of technology is taking place; and computer hardware is being provided to very few countries.

10.5.2 Recommendations

1. IMPACT should continue to use a variety of dissemination efforts to encourage dialogue on population issues. Promoting radio and television programs, newspaper articles, national workshops and conferences, RAPID presentations and the distribution of booklets, keeps population issues on the minds of decision makers.

2. External reviews and testing should be introduced prior to the release of country-specific booklets. One approach would be to establish external advisory boards for all major and regional subprojects. The boards should consist of respected scholars and government officials who could assist in topic selection, review, and design of materials and booklets produced.

3. Greater efforts at sustainability should be made by increasing the number of computer systems with desktop publishing capabilities that are being transferred.

4. Dissemination of "success story" booklets produced as part of the minor country tasks should be increased, particularly to USAID mission HPN officers in the regions where the booklets were developed. HPN officers should be allowed to request multiple copies if they submit a plan for distribution.

5. The institutional capabilities of regional dissemination institutions such as CERPOD should be enhanced. A full range of activities could be promoted: a) national and regional conferences, b) regional workshops for the media, c) the development and production of regional and country-specific booklets, and d) training on appropriate strategies to disseminate population information, to transfer technology, and to produce high quality booklets and conference materials within the institutions.

10.6 Collaboration at Several Levels

10.6.1 Conclusions

IMPACT is perceived by various audiences as providing an important service to their own activities through the production of high-quality materials. Because population policy change will require a variety of strategies and actors, collaboration on many different levels appears essential for the success of IMPACT and for making it a valuable supplement to other population policy activities.

10.6.2 Recommendations

1. There should be more collaboration with in-country personnel in the development and review of materials. This would include collaboration with scholars and professionals in the country as well as with USAID personnel and collaborating agencies working in individual settings.

2. IMPACT should work in collaboration with other CAs to ensure that a package of dissemination efforts is under way or, in countries where limited policy work and/or IEC activities are being implemented, more than one activity should be pursued with the subproject collaborator.

3. Collaboration with IEC projects should be enhanced especially in the design of mass media activities, where much experience already exists.

10.7 Project Management

10.7.1 Conclusions

Overall, project management is functioning smoothly: project managers and staff at IMPACT are competent and dedicated,

staff morale is high, and although the in-house record keeping systems have been inadequate, they are improving. Reports and required deliverables to A.I.D. are almost all on time. At the same time, there are some areas in which changes could be made that might improve the operation of the project. For example, IMPACT staff do not travel to the field as often as some projects and missions would like; IMPACT's advisory panel has proven to be costly; and work plans have not been useful because they are quickly out of date and are too cumbersome in format.

10.7.2 Recommendations

1. Emphasis should be placed on the grooming of selected consultants to provide technical support to subprojects in the field.

2. The cost effectiveness of advising the project could be enhanced by using a three- to four-member technical advisory panel, preferably recruited from the Washington area. The optimal value of meeting time with this panel could be achieved by providing them documents to review in advance of the meeting.

3. Efforts should be made to file all project deliverables, e.g., trip reports, progress reports, etc., with A.I.D. on time.

4. An improved record keeping system for materials dissemination and project expenditures should be developed, and administrative and operational procedures should be consolidated in one centrally located manual.

5. Work plans should be included as appendices to semi-annual reports, eliminating the need for background information; there should be a reduction in detail to allow for quick identification of activities, using visual tables to provide overviews. The work plans should allow time to cover unforeseen constraints in the project.

10.8 Evaluation Activities

10.8.1 Conclusions

IMPACT's evaluation component has produced useful data and evaluation activities have focused on what would seem to be the most important project questions. However, evaluation activities have often had to rely on small, unsystematic, and potentially biased samples.

10.8.2 Recommendations

1. Tight evaluations of various distribution strategies should be instituted.

2. The analysis of bounceback questionnaires from self-selected samples should be replaced with analysis of similar information from systematic samples.

3. For both needs assessment and baseline evaluation purposes, information on population policy status and activities should be gathered prior to the onset of each subproject. This might require assembling available information (amount spent on family planning, content of existing population policy, if any, numbers of government or university positions involved in population activities or issues, etc.), or doing targeted surveys.

4. Post-program evaluations should be replaced by the establishment of process and outcome objectives and the appropriate evaluation designs to measure each, for all of a follow-on project and its subparts, prior to the implementation of the project.

Appendices

Appendix A
Subprojects

Appendix A
Subprojects

Turkey 10/86-1/89

Total Spent: \$116,051
(All cost funded by ANE buy-in)

Subcontract Budget: \$66,269
(sent to country)
IMPACT staff: \$25,429
ODCs: \$24,353

Scope of Work

Accomplished

A. Environmental Problems

Foundation of Turkey (EPFT)

- | | |
|--|--|
| 1. Production of Handbook on Turkey's Population, and Turkish Population Data Sheet. | 1. Completed; widely distributed. |
| 2. Production of 30-minute video on population and environment in Turkey. | 2. Completed; shown at conference, on national TV three times; sixteen copies purchased by MOH for training. |
| 3. Organization of 3-day Leadership Conference. | 3. Held and evaluated by Intercultural Communications, Inc. as highly successful. |
| 4. Translation/distribution <i>Family Planning Saves Lives</i> ; improvement of IMPACT mailing list. | 4. Translated; distribution transferred to other organization. List significantly expanded. |

B. Hacetepe University

- | | |
|---|--|
| 1. Production of a summary of the 1983 Reproductive Health Survey with color photos and charts. | 1. Booklet produced. |
| 2. Distribution to leadership groups and the media. | 2. Distributed 1,500 at a conference and through the mail. |

C. Ankara Gynecological Society

- | | |
|---|---|
| 1. Writing and production of a booklet on contraceptive safety for Turkey in Turkish. | 1. Attractive, colorful booklet produced. |
| 2. Distribution of booklet with cover letter to EPFT mailing list augmented for wider distribution to health professionals. | 2. Five thousand distributed to Turkish leaders; extra 5,000 distributed to health professionals due to demand. |

- 51 -

Madagascar 11/87-9/89

Total Spent: \$89,273
(*\$80,000 funded by buy-in from REDSO/ESA*)

Subcontract Budget: \$99,800
IMPACT staff: 29,734
ODCs: 59,539

(*Note: this is a joint subproject with the OPTIONS Project of The Futures Group. OPTIONS has a separate budget.*)

Scope of Work

Accomplished

- | | |
|---|---|
| 1. Broadening support for | 1. Existing IMPACT shipped to Population and Development (UPD) of Planning Directorate. |
| 2. Policy studies at UPD. | 2. Technical assistance on status of women survey. Materials on focus-group methods sent. |
| 3. Five technical workshops sponsored by UPD. | 3. Technical assistance provided for workshop design, development of evaluation procedures and audience identification. Technical backstop provided at first workshop. Report covers, mailing envelopes and postage provided. |
| 4. Materials support to UPD. | 4. Photocopier, supplies and service contract, binding machine and supplies, computer hardware and software, and supplies to support wordprocessing and graphics, and training provided. |
| 5. Synthesis workshop. 4/89. | 5. Technical assistance provided |
| 6. Final policy booklet. | 6. To be produced in French and Malgash languages. (<i>delayed</i>) |
| 7. <u>Rumours and Reality</u> distribution | 7. Updated mailing list received from rep. Packets sent 4/89. |

- | | |
|--|--|
| 8. Support to FISA.
(International Planned
Parenthood Federation
affiliate) | 8. Funds provided for two
workshops:
1) the press and 2) Islamic
leaders. |
| 9. Support for Ministry of
Population Social Condition,
Youth and Sports. | 9. Funds provided for purchase
of family planning book in
Malagash language. |

CERPOD 1/87-2/89

Total Spent to date: \$244,090
(\$75,000 funded by buy-in from SPI project)

Subcontract Budget: \$123,800
(sent to country)

Sent through 3/89: \$111,790

IMPACT staff: \$ 93,700

ODCs: \$ 59,539

<u>Scope of Work</u>	<u>Scheduled completion date:</u> <u>original/</u> <u>revised</u>	<u>Accomplished</u>
A. Publications		
1. Brochure 7/89	Printed	1. Completed; distribution begun.
2. Booklet on population trends.	5/88- 11/89	2. IMPACT reviewed final text end of August; to be discussed CERPOD staff visit early September; printed by November 1.
3. Sahel data sheet.	5/88- 10/89	3. Design to be finalized January 1990.
4. Booklet on CERPOD /Chad Pop. Policy conference	10/89	4. French and English versions completed, distribution begun.
5. 3rd booklet (<u>Global Edition</u>) 4th Booklet (<u>Family Planning in Sahel</u>)	2/89- 11/89	5. Complete, inserted in Pop Sahel and distributed in 5/89. Topic chosen: work to be begun by CERPOD.
B. Journalists' Seminar		
1. Journalists' Seminar	6/88- 9/88	1. Seminar for 40 journalists from 8 countries held.
C. Dissemination Activities		
1. Merging of IMPACT/ CERPOD lists	9/87 12/89	1. Further discussion during Robey TDY in December 89.

92

2. Lists updated
& Rumours and
Reality
disseminated

2/88-
8/89

2. *Rumours and Reality* sent to CERPOD for distribution in seven of nine countries. Portuguese translation complete and inserted and sent with *Rumours and Reality* for Guinea Bissau and Cape Verde. All *Rumours and Reality* sent to CERPOD by end of August 89.

Somalia 9/88-8/90

Total Spent: \$72,368

(funded by \$190,655 buy-in from USAID/Mogadishu)

Subcontract Budget: \$11,626
(sent to country)

Sent thru 8/89: \$ 9,000

IMPACT staff: \$32,198

ODCs: \$31,170

Scope of Work

1. Four posters - two with color photos, two 2-color for conference.
2. Produce five booklets
 - . *Islam and Childspacing*
 - . *Islamic Source Manual*
 - . *Population and Development*

 - . *Leaders Statements*
 - . *Childspacing Saves Lives*
3. Set of 40 color slides.
4. Two folders.
5. Two report covers.
6. Distribution list.
7. Conference support, including honoraria, translation, transportation, direct conference costs (included under in-country costs).

Accomplished

1. Breastfeeding poster produced.
2.
 - . *Islam and Child Spacing* booklet produced.
 - . *Islamic source manual* field testing.
 - . *Population and Development* -- approval and translation. Being gathered.
 - . CSSL -- research under way.
3. Complete.
4. Breastfeeding folder produced.
5. Islamic report covers produced.
6. List of 250 leaders.
7. \$9,000 expended in-country so far for these activities.

9/9

Nepal 5/89-5/90

Total Spent: \$91,146

Budget: \$130,000
(funded by USAID buy-in)
IMPACT staff time: \$ 19,014
ODCs: \$ 12,981
The Futures Group: \$ 59,150

(Note: this is a joint subproject with The Futures Group's RAPID project. All buy-in funds came to IMPACT. RAPID activities were funded by task order.)

Scope of Work

Accomplished

- | | |
|--|-----------------------------|
| 1. Development of RAPID model by Ministry of Health and New Era, a local private consulting firm. | 1. Development in progress. |
| 2. Development of two IMPACT booklets: <i>Population Trends in Nepal</i> and <i>Model Districts</i> . Work to be done by local firm, Nepal Studies Center. | 2. Begun in 11/89. |
| 3. Presentation of model and booklets at workshop for district public health officers. | 3. 6/90. |
| 4. Dissemination of IMPACT thematic packets and IMPACT/Nepal booklets to targeted mailing list. | 4. 3/89 and 3/90. |

97

Ghana Year 1
7/1/86 - 9/30/87

Total Spent: \$489,376

Subcontract Budget: \$ 45,000
(sent to country)
IMPACT staff costs: \$ 69,224
ODCs: \$ 51,727
TOTAL YEAR 1: \$165,951

Scope of Work

Accomplished

- | | |
|---|--|
| 1. Two volumes of conference proceedings. | 1. Completed and distributed. |
| 2. Sectoral booklets (5 to 10). | 2. Three completed and distributed. |
| 3. Special handouts, up to two per month. | 3. Exceeded requirement. |
| 4. Distribution of IMPACT packets. | 4. Expanded list; added cover letter. |
| 5. Bi-weekly newspaper articles. | 5. Exceeded number required. |
| 6. Bi-weekly radio broadcasts. | 6. Exceeded number required. |
| 7. One TV broadcast per quarter. | 7. Four last quarter. |
| 8. One to two presentations per month. | 8. Nineteen presentations, most with RAPID. Two regional conferences; Day of 5 Billion events (two weeks). |
| 9. Respond to two <i>ad hoc</i> requests per month. | 9. Exceeded; mostly requests for booklets. |

9/6

Ghana Year 2
10/1/87 - 9/30/88

Subcontract Budget: \$ 45,000
(sent to country)
IMPACT staff costs: \$ 74,058
ODCs: \$ 76,569
TOTAL YEAR 2: \$195,627

Scope of Work

Accomplished

- | | |
|---|--|
| 1. Sectoral booklets (5 to 10). | 1. Four completed and distributed. |
| 2. Special publications, up to five per month. | 2. Exceeded requirements. |
| 3. Updating of mailing list. | 3. List more than doubled. |
| 4. Bi-weekly newspaper articles. | 4. Exceeded requirements. |
| 5. Bi-weekly radio broadcasts. | 5. Exceeded requirements. |
| 6. One TV broadcast per quarter. | 6. Exceeded requirements. |
| 7. One-page press release for each sectoral. | 7. Completed and distributed to the media. |
| 8. Ten ministerial presentations and 24 others. | 8. Exceeded requirements; invitation to PNDC annual meeting. |
| 9. One workshop for the press. | 9. Successful workshop held; requests for additional workshops plus Press Resource Center. |

Ghana Year 3
10/1/88 - 9/30/89

Subcontract Budget: \$ 59,000
(sent to country)
Subcontract sent to date: \$ 54,000
IMPACT staff: \$ 25,600
(up to 6/30/89)
ODCs (up to 6/30/89): \$ 33,198
TOTAL YEAR 3 \$127,798
(up to 6/30/89)

Scope of Work

Accomplished

- | | |
|--|--|
| 1. Sectoral booklets (five estimated). | 1. Three booklets completed; two more in progress. |
| 2. Special publications, up to five per month. | 2. Requirement on schedule. |
| 3. Distribution of IMPACT packets, updating mailing lists. | 3. List increased to more than 750; <i>Rumours and Reality</i> distributed with cover letter. |
| 4. Bi-weekly newspaper articles. | 4. Exceeded requirement. |
| 5. Bi-weekly radio broadcasts. | 5. Exceeded requirement. |
| 6. One TV broadcast per quarter. | 6. Exceeded requirement. |
| 7. Ten ministerial presentations and 24 others. | 7. Exceeded requirement; included private meetings with top government officials. |
| 8. Two press workshops. | 8. Two workshops held. |
| 9. Three presentations for country's traditional leaders. | 9. Two meetings with traditional chiefs held; one scheduled. |
| 10. Two regional seminars (Kumasi & Ho). | 10. Two successfully completed; one planned for September. |
| 11. Unanticipated outcome. | 11. National Population Conference held, co-sponsored by government; Population Impact Project (PIP) director appointed to national population |

98

committee; government
donated vehicle to PIP for
presentations at the
regional levels; government
to print 10,000 copies of
PIP booklet (Interviews on
Population with Ghanaian
Leaders) to distribute
throughout the country.
Government has requested PIP
to produce a series on
adolescent fertility as text
for family life education in
secondary schools;
participation of government
officials as presenters in
regional seminars.
Commitment from government
for financial support.

Zimbabwe

Total Spent: \$52,859
(buy-in \$50,000)

Total sent to country: \$10,500
IMPACT staff time: \$ 9,100
ODCs: \$33,259

(Note: IMPACT activities in Zimbabwe do not constitute an official subproject because we have not negotiated a formal agreement with Zimbabwe National Family Planning Council. However, we have carried out a sequenced set of activities to support population policy development in Zimbabwe.)

Scope of Work

Accomplished

- | | |
|----------|---|
| 1. 11/86 | 1. <i>Zimbabwe Reproductive Health Survey: Information for Policy Action</i> booklet. |
| 2. 2/87 | 2. Distribution of <i>Family Planning Saves Lives</i> . |
| 3. 10/87 | 3. Slides on policy development for ZNFPC. |
| 4. 12/87 | 4. Posters/folders for "The Population Dimensions of Zimbabwe's Development Problem: Numbers vs. Resources" Conference. |
| 5. 10/88 | 5. Proceedings for the same conference. |
| 6. 10/88 | 6. <i>Kubatsirana: Helping Each Other</i> booklet (on women's self-help project which included family planning). |
| 7. 11/88 | 7. Development of a set of slides on proposed Population Policy Secretariat presented at Parliamentarians Conference, December 1988. ¹ |
| 8. 1/89 | 8. <i>Global Edition: Sustainable Development A Challenge for our Times</i> , participating editor at Nairobi seminar and publication in <i>The Sunday Mail</i> . |

100

9. 3/89

9. Distribution of
*Contraceptive Safety: Rumours and
Realities* to widely-expanded
list of policymakers;
additional 1,000 copies sent
for distribution to
government health personnel.

¹The proposed Population Policy Secretariat was subsequently accepted by Zimbabwe President Robert Mugabe.

101

Appendix B

**Summary of Methodology Used for Distributing
In-country Questionnaires to Policymakers**

Appendix B

Summary of Methodology Used for Distributing In-country Questionnaires to Policymakers

Questionnaire Development

The questionnaire for the in-country policymakers was developed by the evaluation team, with input from A.I.D., PRB, and POPTECH. Because different publications were distributed in each country, some variations were made for each questionnaire.

Country Selection

PRB distributes materials on a three-tiered system. Countries in Tier I have major country subprojects and IMPACT works intensively with in-country institutions. In Tier II countries there are mailing list representatives and targeted distribution of IMPACT materials. In Tier III countries, A.I.D. missions received IMPACT packets and other materials which they can order and distribute as they see fit.

In May 1989, six countries were selected to receive the in-country questionnaires including: Ghana, Turkey (Tier I), Pakistan, Ecuador, (Tier II), Guatemala and Nigeria (Tier III). This selection was not random but rather, was based on the following criteria; 1) they provided a representative mix of all three tiers; 2) A.I.D. felt that these countries represented a good sample of IMPACT's activities; and 3) all had medium-to-high levels of distribution of IMPACT materials based on an analysis of IMPACT's dissemination records. Several weeks following the selection of the countries, two were dropped (Guatemala and Turkey) to reduce the overall cost of the evaluation and because of logistical constraints associated with carrying out activities in so many countries.

In-country Support Personnel Selection

Following the country selection, efforts were made to recruit in-country support persons (A.I.D. spouse or equivalent) to assist in the implementation of the assignment. The missions for which the in-country evaluation was to take place received a telex describing the objectives of the evaluation along with a description of the tasks that this person was required to undertake. Although the Ghana, Pakistan, and Ecuador missions all submitted potential candidates, due to a number of constraints, e.g. delays in implementing the in-country activities, timing constraints, etc., only one candidate was selected in this manner (Ecuador).

Other arrangements came through a variety of means. In Pakistan, the National Institute for Population Studies was contacted directly by POPTECH and a person on the staff was

recruited to assist in the evaluation. In Ghana, the HPN officer identified a local business firm to provide the in-country support. In Nigeria, the mission decided to carry out the in-country activities using their own staff.

Questionnaire Packet Sent to Mission

For each country, POPTECH sent via an overseas carrier, a total of 105 questionnaire packets (5 additional packets were included in case of emergency). Each packet included 1) two samples of IMPACT publications, e.g. Rumours and Reality, Family Planning Saves Lives, etc., 2) a questionnaire prepared for each country, and 3) a generic letter to the recipient. The letters were signed by POPTECH's technical director and in some cases, also by the in-country support person. All of the questionnaire packets were numbered so that they could be related to names on the mailing list used to send out these materials.

The shipping box also included 100 envelopes with the mission's (Nigeria and Ghana) or the in-country support person's address (Ecuador and Pakistan). Return postage was placed on each of these envelopes and then inserted into the questionnaire packet so that the respondents could mail them back if they wished. (Postage was paid for by POPTECH.)

Mailing List Development for In-country Policymakers

In order to identify the policymakers in-country who would receive the hundred questionnaires, several approaches were used. In Ecuador and Pakistan, an initial mailing list was produced in the U.S. through referrals from "cooperating agencies". A total of twenty-eight CAs were contacted by telephone and then followed-up by a letter or FAX who asked them to identify "those who are most important in influencing attitudes and contributing to the acceptability of new ideas about population issues, including decisions about the allocation of resources. They need not necessarily be those in the population field per se. Indeed, we recognize that these individuals may include a range of leaders, including political, governmental, business, religious, women's groups, the media and others." For both of these lists, in addition to the names provided by the CAs, the IMPACT project was asked to supply an additional 20 names from their distribution lists. This was done to ensure that those persons targeted by IMPACT who were not typically associated with population issues were included on the list (e.g. journalists, women's group representatives, non-health government officials, etc). Once compiled, the names were reviewed for duplicates. For Ecuador, this process yielded 144 names, while in Pakistan, 88 names were collected.

Following this step, the names were sent to the in-country support person (along with the shipping box) who was

104

instructed to ask the A.I.D. HPN officer (or equivalent) to review the list and to subtract those persons who he/she felt were not appropriate or no longer at a particular post. The HPN officer was then asked to supplement the list in order to bring it up to a total of 100 names.

In Ghana a different approach was followed. Instead of using the names of policymakers provided by CAs, two random samples of names from IMPACT's own mailing list were taken using random number tables. The first sample included the names of 100 policymakers from outside the Accra area. The second sample included the names of 100 policymakers located in Accra. Once this process was completed, the two lists were categorized (Universities, Government Ministries, Private Sector, etc.). The completed lists were then sent to Ghana and reviewed by the population officer who used them to develop the master list of 100 policymakers. (In order to ensure a greater response rate, most of the names were chosen from the Accra list.)

In Nigeria, a Tier III country, the mailing list of 100 names included those policymakers in the Lagos area that attended conferences in which IMPACT materials were distributed. Names were selected by the mission population officer who reviewed records listing those who attended these conferences.

Questionnaire Distribution

Once the mailing lists were reviewed by the HPN Officers and the total number of names was brought to 100, the names and addresses were checked by the in-country support person to ensure that there were no spelling mistakes, changes in address, etc. (Although POPTECH reviewed the lists, there was no way to know if the names and addresses of the people supplied by the CAs were accurate.)

After the lists were completed, the support person /organization placed a name and address on each of the 100 questionnaire packets. In addition, each questionnaire was numbered to correspond with the names on the overall mailing list so that it was possible to track those who did not return the questionnaire packets.

Once labeled, the questionnaire packets were either mailed or hand delivered to the appropriate person. In Ecuador and Ghana, most of the questionnaires were hand delivered, while in Pakistan and Nigeria they were mailed. After a week or ten days, the support person followed-up with a phone call or a visit to contact those who had not returned the questionnaires.

In Ecuador, at the time the evaluation questionnaire was about to go out, the in-country mailing list representative (Executive Director of CEPAR) had yet to send out the publication

"Rumours and Reality", which was supposed to have gone out several months before. The reason for the delay was that she felt the mailing list provided by IMPACT was dated, contained numerous errors and duplications, and had a cultural bias. She therefore felt it needed to be seriously revised, which was time consuming for someone with her busy schedule. Upon realizing that an evaluation of the materials was about to take place, however, the publications were sent out two days prior to the evaluation questionnaire.

As a result, the support person felt that there was an artificial element about the procedure (allowing her to mail before sending out the questionnaire.) She also felt that if she had not been there with the evaluation questionnaires, the "Rumours and Reality" publications would probably still be in the boxes.

In addition to this situation, the support person was unable to receive much help from two of the three population officers asked to review IMPACT's Ecuador mailing list. The three people asked to review the list included: the Executive Director of CEPAR, a UNFPA representative, and the USAID population officer. Only the Executive Director of CEDPAR was able to review the list thoroughly.

Once collected, the questionnaires were sent to POPTECH via the fastest available means, e.g., someone returning to Washington, or via pouch, or express mail service. The following number of questionnaires were eventually received from each country: Ecuador 30, Pakistan 65, Nigeria 20, and Ghana 60. This means that the data from Pakistan and Ghana are more representative than those from Ecuador and Nigeria.

Mailing List Verification Step

In addition to sending out the questionnaires, in Ecuador and Pakistan (Tier II countries) the in-country support person was required to carry out a second task. Three copies of the most recent IMPACT mailing lists for that country were sent to the support person. These lists contained the names of persons identified by the IMPACT project as being important in influencing population policy decisions. The support person's role was to ask the population officers (or equivalent) from USAID, UNFPA and the FPA to review the list in order to identify which individuals were appropriate or not appropriate to be on the list.

Once reviewed, if there were additional names that were not on IMPACT's list that should have been, the population officers were asked to list them on a separate sheet. The lists were then returned to POPTECH. The objective of this activity was to determine whether IMPACT's mailing lists were up-to-date and accurate, and targeted to the right policymakers.

106

While this process was carried out in Ecuador and Pakistan by representatives from the three organizations (USAID, UNFPA and FPA), in Ghana only the USAID population officer reviewed the list.

Appendix C
Evaluation of IMPACT PIP Project

Appendix C

Evaluation of IMPACT PIP Project

I. BACKGROUND INFORMATION ON POPULATION IMPACT PROJECT AND PROJECT DESIGN

The Population Impact Project (PIP) was not in existence before the award of the Innovative Materials for Population Action Project (IMPACT) to the Population Reference Bureau. It was following a request by Dr. Ray Kirkland, Population Officer of USAID mission in Accra, that Dr. Elaine Murphy, Project Director and Mr. Winthrop Carty, both of IMPACT visited Ghana in February 1986.

It was during the visit that preliminary plans and a strategy were developed for enhancing the dissemination of population information, especially among policy makers in Ghana. It had long been recognised that although Ghana had a comprehensive Population Policy which was adopted in March 1969, the major obstacle to its implementation, among others, was lack of a strong political support and above all, lack of a clear understanding of population-related issues by policy makers, planners, administrators and other leaders in decision making positions. Thus, the main target group of PIP has been policy makers and other leaders.

A further outcome of the visit was the support given by IMPACT for the Ghana National Conference on Population and National Reconstruction which was hosted by the Regional Institute for Population Studies (RIPS), University of Ghana, Legon from April 7th to 10th, 1986. Funds were provided by USAID in collaboration with its co-operating agency, Social Marketing for Change (SOMARC).

The main objectives of the conference were to offer experienced professionals in the area of population a forum for frank, critical, and objective discussions of emerging issues concerned with Ghana's Population Policy, particularly its family planning programme, within the context of the country's economic reconstruction programme and to rekindle public awareness of these issues. Participants from government ministries and departments, the Universities and research institutions, trade unions, medical, pharmaceutical, nursing and midwifery associations as well as from the press, attended.

The recommendation of the conference, referred to as the 1986 Legon Plan of Action on Population was adopted. This report was presented to various ministries and private organizations. In June 1987 it was presented to the Government through Mr. P.V. Obeng, PNDC Member and Chairman of the Committee of Secretaries.

After the national conference, Prof. Fred Sai of the World Bank, Dr. Ray Kirkland, USAID/Accra, Mr. W. Carty, IMPACT, and Ms. Abeyta-Behnke, at the time working for SOMARC's Contraceptive Social Marketing Programme and the national conference, met with Prof. George Benneh, then Pro-Vice Chancellor of the University of Ghana. This resulted in the development of a pre-Contract for the establishment of the Population Impact Project (PIP) to build upon the momentum created by the conference. The key personnel of PIP were:

- 1 Prof. George Benneh - Project Director
- 2 Dr. John S. Nabila - Associate Project Director
- 3 Dr. Ben Gyepi-Garbrah - Associate Project Director
- 4 Mr Henry Ofori - Liaison Officer, TV and Radio
- 5 Mrs Hannah Danquah Smith - Liaison Officer, Print Media

In May 1986, Dr Elaine Murphy returned to Ghana and through series of discussions, developed the terms and conditions for the "Scope of Work" which for the three years of its existence continued to be the guiding operational directives for PIP. These clear and effective guidelines which Dr. Murphy, in consultation with Dr. Ray Kirkland and the PIP team, established have contributed immensely to the success story of PIP in Ghana.

Working Relationship with Top Level Officials:

Since its inception, PIP has had a good working relationship with top-level officials in both the public and private sectors. The previous experience of its Project Director, Prof. G. Benneh, as a former Minister of State and then as the Pro-Vice Chancellor of the University of Ghana until September 1988, constituted the greatest asset for the successful operations of PIP within the University of Ghana and also as an out-reach project of the University.

PIP has received direct support from the PNDC Government through Mr. P.V. Obeng, PNDC Member and Chairman of the Committee of Secretaries. Various encouraging letters of support have been received from Secretaries of State, top level government officers, chief executives, and senior researchers.

The University of Ghana has given full support for the project and has provided office space in the Department of Geography and Resource Development. Government support for the

Project continues with the provision of about three National Service Personnel who have just graduated from our three Universities, to serve at PIP.

II

IMPLEMENTATION ISSUES

A. OBJECTIVES OF PIP

Population Impact Project (PIP/GHANA) is a programme of the University of Ghana whose goal is to make relevant population information available to appropriate policy makers and other leaders. Its activities include the dissemination of research findings through publications, seminars and briefings.

The main objectives are to:

- 1 Maintain and accelerate the momentum created by the April 1986 Ghana National Conference on Population and National Reconstruction;
- 2 Sustain and amplify the national dialogue on family planning and implications of projected population increases;
- 3 Maintain and enhance Ghana's traditional position as a Third World leader on population issues.

B. Types of Activities Planned for the Project

Since June 1986, PIP's activities have been guided by the Scope of work stipulated in the Sub-contract. Although there were modifications at the end of both the first and second years of operation, these have remained fundamentally the same as indicated in the summary Scope of work for the October 1988-Sept 1989 period which is reproduced below.

Scope of Work for 1988/89 in PIP Sub-Contract

Objectives

- 1 Support the University of Ghana in its efforts to bring programme and policy relevant information on the implications of rapid population growth to appropriate policy makers and institutions. The University of Ghana, in turn, will coordinate its activities with indicated ministries, officials and private groups.
- 2 Maintain and accelerate the momentum created by the early years of the project of the University of Ghana.

Main Activities

1 Media Relations

- a Radio: establish a bi-weekly series on population issues of 15-30 minutes duration.
- b Television: Produce one TV broadcast every quarter on national television.
- c Press: produce a bi-weekly series in the local newspapers on various aspects of population and related issues.
- d Host two press workshops for media personnel; one for southern sector and one for northern sector.

2 Publications

- a Special publications: The University of Ghana will respond to up to five requests from various ministries and other leadership groups for population information. It will in these cases prepare low-cost briefing papers and fact sheets in language understandable to non-specialists, with accompanying straightforward charts and graphs. It will also respond to similar requests to support activities of other leadership groups (women and youth groups, business groups, etc.)
- b The University of Ghana will put out a one-page press release to accompany each new sectoral booklet.
- c The University of Ghana will distribute approximately 1,000 IMPACT packets in Ghana adding to them Ghana-specific fact sheets on the topic covered in the packet. One or two distributions will be made during the project. The University of Ghana will update the mailing list when necessary and will add a cover letter to the packets.

3 Outreach

- a Regional Seminars: The University of Ghana will organize two additional population seminars for the following regions; A) Kumasi: for Ashanti and Brong-Ahafo Regions, B) Ho: for Eastern, Volta, and Greater Accra Regions. Participants will be regional officials in various key sectors (health, education, agriculture, National Council on Women and Development (NCWD), etc. The Sectoral Booklets, region-specific handout, slides or other audio-visual aids will be used at the seminar.

Materials will be published in local languages if feasible. Seminars may focus on specific population issues in the regions.

- b Presentations to Ministries and other leadership groups: the University of Ghana will initiate or respond to requests for seminars or workshops with appropriate ministerial personnel and other leadership groups on various population topics of interest to them supported by clear brief publications, slides and where possible, RAPID presentation. Ten such presentations will be made at ministerial level and 24 other presentations will be given.
- c Workshop for Traditional Leaders: The University of Ghana will host workshops for the traditional leaders and chiefs at National and Regional House of Chiefs.

C Major Constraints

During the early stages of the Project, PIP team encountered constraints in the area of T.V. time due to renovations at the Ghana Broadcasting Corporation (GBC) which resulted in a reduction of telecast time. However, the television air time has since November 1987 increased and the quality of programming has also improved remarkably thereby making it possible for all PIP T.V. programmes to be telecast.

Also, publication of some of the sectoral booklets were behind schedule due to delays by some of the resource persons who agreed to write them. However, PIP has been able, with the help of IMPACT to publish eight booklets which have been widely distributed.

In addition, it has not been possible to give RAPID Presentations to all the Ministries. This is probably due to the very busy schedule of these Secretaries. However, all the Secretaries have received copies of all the IMPACT and PIP publications.

D. Major Strengths of PIP

The composition of PIP team has been the major asset of the Project. As already pointed out, the leadership of Prof. George Banneh continues to be a crucial factor for PIP's success. All the key personnel are committed individuals to the ideals and objectives of the project.

Another important factor which aided the smooth operations of PIP, is the support and encouragement given to the project by both the Government of PNDC and other top government officials. A case in point is the permission granted by the Chairman of

Committee of Secretaries, Mr. P.V. Obeng, to PIP to publish the interviews granted by some of the Secretaries of State in the seventh booklet "Some Implications of Rapid Population Growth in Ghana- Interviews with some Members of Government". He also signed the Preface for the booklet which has basically given the views of Members of Government on Population Issues.

Support given by the University of Ghana authorities and the entire University community at Legon to PIP has also enhanced the activities of PIP. As an outreach project of the University, PIP has received support from both the Vice Chancellor and Pro-Vice Chancellor who have participated in some of PIP's seminars and workshops. PIP also has a cordial working relationships with the two other Universities in Cape Coast and Kumasi. They have each hosted one of PIP's Regional Seminars.

The Project has cordial relations with the Press, both print and electronic. With the aid of the two Liaison Officers, PIP has organized workshops for pressmen on population issues. Regular distribution of publications to the press houses and the presentation of equipment to GBC have all helped to foster this cordial working relationship.

PIP has also enjoyed encouragement and support from both IMPACT/Washington and USAID/Accra.

III TECHNICAL SUPPORT

A. Types of Technical Support

1. Equipment :

IMPACT has supplied most of the equipment currently used by PIP. Below is the list of equipment supplied by IMPACT to PIP:

1. Rank Xerox 1025 Copier and spare parts.
2. Slide Projector Model 350 A
3. Cassette Players (Sony Tcm & Tcs)
4. Microphones, Adapters, Cassettes and Batteries.
5. IBM Personal Computer 256 Kb RAM compatible.
6. Compaq II FC
7. P.C. Junior.
8. Magnavox monitor.
9. T.V. Monitor
10. Projector Screen.
11. Uninterruptible Power Supply.
12. Adler Manual Typewriter.

In addition, IMPACT donated equipment through PIP to GBC. Please refer to the list under Organizational Assistance from IMPACT.

110

2. Training : IMPACT has provided PIP staff with the necessary training which facilitated the dissemination of information to the target group. Such training schemes were provided by both foreign consultants and local expertise.

Dr. Geoffery Green of The Futures Group (TFG) visited PIP on three occasions (Oct. 21 - Nov. 5; Jan. 24 - Jan 25 and June 9 - June 19, 1987) to instal equipment and to train PIP staff in the use of computer. He provided training for the PIP team in Lotus 1-2-3, Wordperfect, 35MM Express and DOS. He also installed the Ghana RAPID II model.

Again, Dr. Carol Bradford, Project Coordinator at IMPACT visited PIP from Nov. 18 - Nov. 24, 1986. She trained PIP staff in more advanced graphics, programming and preparation of slides with Lotus and 35MM Express for Population Presentations.

Also, between September 27th and October 10th, 1988 two consultants of The Futures Group, Dr. Karen Hardee and Mr. John Freymann visited PIP to up-date the Ghana RAPID Model. They also trained PIP staff in the use of RAPID III Model. Since then, Mr. John Freymann has visited PIP on two occasions (Feb. 13-March 10; June 19 - July 3, 1989) to instal the Ghana Environment Model and to train PIP staff in the use of the story board.

After the employment of two secretaries at PIP, there was the need to give them basic training in computer use especially wordperfect. Thus, Mr. Nii Ankrah, a Stenographer/Secretary and Mr Kofi Poku Mpiani, a graduate National Service personnel were given a one-week training each by Advanced Computer Systems (ACS), Accra on the request of PIP. Advanced Computer Systems also has a maintenance agreement with PIP for our equipment.

C. Management Assistance to PIP:

IMPACT has, since the beginning of the project, supplied many items including letter heads, stickers, envelopes etc that have in a major way ensured the continuous operations of PIP.

In addition, a team comprising Dr Judith Seltzer of USAID/ Washington and Mrs. Mary Ann Ebeyta Behnke, a consultant from IMPACT/Washington, evaluated PIP from March 14th. to April 1st. 1987. The evaluation was found to be extremely useful for PIP Management team.

Again Dr. Elaine Murphy and Dr. Hursh Ceser of Intercultural Communications Inc. in July 1987, visited PIP to discuss the working procedures of PIP. PIP team had a series of discussions with them on how best to improve upon the performance of the Project. Dr. Hursh Ceser at the time was requested by IMPACT to evaluate PIP after one year of operation. The outcome of the evaluation was beneficial for improving upon the performance of the first year.

Since the inception of the Project, PIP Management team holds regular discussions with the USAID's Population and Health Officer in Accra.

IV REACHING THE TARGET AUDIENCE

A Target Audience

As already stated, the main goal of PIP is to make relevant population information available to appropriate policy makers, researchers and other leaders. The target population is therefore top-decision makers. Activities of PIP are mainly focused on the Provisional National Defence Council (PNDC) members, PNDC Secretaries, Traditional Rulers, Presiding Members of District Assemblies, leaders of women groups, planners, administrators and other policy makers.

B Materials Distributed by PIP

PIP has produced and distributed Publications on population-related issues. Among these are the volumes I and II of the Proceedings of the Ghana National Conference on Population and National Reconstruction held in April 1986. Eight Sectoral booklets produced by PIP have also been distributed. Special data sheets on Ghana are also distributed by PIP. In addition, PIP distributes IMPACT materials. So far, two of such materials: Family Planning Saves Lives and Contraceptive Safety Packets have been distributed. PIP also sponsors writing of population related articles in local newspapers for the general public.

C. Methods of Disseminating Materials

1. RAPID Presentation: RAPID presentation is used by PIP to generate the required awareness for policy implications of rapid population growth. Slides, charts and maps where necessary are used to illustrate issues raised in the presentations. Such presentations are usually followed by distribution of sectoral booklets, data sheets and IMPACT materials.

- 2 Mail: Distribution of PIP and IMPACT materials to various people including PNDC Members and Secretaries of State, administrators, planners, chiefs, researchers and individuals is done through the mail using the mailing list compiled by both PIP and IMPACT. There is wide distribution in all the regions of Ghana.
- 3 Mass Media: One way of disseminating population-related information and research findings is through bi-weekly radio broadcasts, television shows and series of newspaper articles. Some of these articles and radio broadcasts include press interviews with secretaries of state and other top decision-makers. Radio broadcasts are made both in English and the vernaculars namely Akan, Ga, Ewe, Dagbani and Hausa.
- 4 Seminars/Workshops: Organising seminars and workshops is another method of disseminating population related information to the Ghanaian Public. So far, PIP has organized three regional seminars and two workshops for the pressmen. Please see the attached detailed reports on the seminars and workshops.

D. Effectiveness of the Methods

RAPID presentation is the most effective method of disseminating information on the impact of population on development. This is due to the direct contact between PIP staff and the audience. During such presentations, questions are answered and clarifications are made.

Another advantage of the RAPID presentation is the pictorial impression that the graphs and symbols create in the minds of individuals. The rather complex relationship existing between population and development is simplified and made easily understandable using graphs and pictures.

Seminars and workshops as a method for reaching the target audience with population information was also well received. Seminars/workshops organized by PIP usually focus on specific problems in the area vis-a-vis population thus enabling local examples to be used for discussions. For instance, the three seminars had different themes depending on pressing current population related problems in the regions concerned.

Seminar 1: Population and Development in Central and Western Regions with Special Reference to Employment Generation

Seminar 2 Population, Food and Nutrition in Northern Ghana

Seminar 3: Population and Land Use in Ashanti and Brong Ahafo Regions

Mailing of PIP and IMPACT publications are also effective. This method has the advantage of covering a wider geographical area and reaching a large audience throughout the country.

The use of the mass media for disseminating population information is quite effective. Like the mail method, it covers the whole country. However, unlike the mail, the information is not limited only to the target audience but rather the general public especially those who are literate.

E. Materials Most Received and why.

IMPACT materials continue to be well received. The first packet of "Family Planning Saves Life" was widely distributed in Ghana by PIP. The second packet on "Contraceptive Safety" has a high demand in Ghana. PIP at the moment has almost run out of stock of them. The enclosed posters and data sheets are very useful. The themes of the packets are also very appropriate such that the local newspapers usually publish abstracts of these materials for wider public consumption.

Equally well received are the sectoral booklets produced by PIP. These booklets have the advantage of using local examples and they are short, easy-to-read and attractive. Busy policy makers can use just less than 30 minutes to read the booklet and yet get the full message. So impressed were some Secretaries of State about the booklets that one Secretary of State recommended that one of the booklets (Some Implications of Early Childbearing in Ghana) be adopted for use in Ghanaian schools. Another Secretary of State also recommended that the booklets should be translated into the local languages and made available to District Assembly Members.

The Proceedings of the 1986 Ghana National Conference on Population and National Reconstruction and the data sheets prepared by PIP continue to be used as source material for specific information/data on some population issues in Ghana.

V. OUTCOME OF THE PROJECT

A. Organizational Assistance from IMPACT

Apart from the technical assistance indicated above under technical support, IMPACT/Washington has been in constant contact with PIP. Our capability to disseminate policy related materials has been enhanced by the provision of the right equipment and materials by IMPACT.

IMPACT has helped PIP to establish a library and continues to send to us pertinent books in the areas of population. The materials we have in our library have greatly enhanced our ability to provide information to various individuals and organisations who either write or come personally to PIP for information.

The quality of IMPACT Packets and PIP booklets produced by IMPACT have well been received by the general public. For example, the quality of the charts, pictures and diagrams contained in these publications have all been very effective in getting the messages across.

PIP has also benefitted from interacting with consultants who have been assigned directly or indirectly to assist us in achieving our desired objectives. (Refer to notes on technical support)

The budget line items for our operations namely Consultancy, transportation, administrative and supplies and equipment have effectively provided the needed support for our activities. Whenever it was not possible to purchase locally spare parts for our equipment such as computers, photocopier, etc, IMPACT on request from us, promptly supplied us with the required materials in order not to interrupt our activities.

One major method of disseminating information is through Ghana Broadcasting Corporation (GBC) namely, through radio and television. Thus the purchase of the following equipment by IMPACT for GBC which were presented to the Director General of GBC by the Vice Chancellor of the University of Ghana on 17th February 1989 has been a major facilitating assistance in our drive to disseminate population information in Ghana.

Equipment donated to GBC

- 1 2 Sony Tape Recorders and accessories (TC-D5 PRO II)
- 2 1 Set of Earphones
- 3 10 U-Matic Tapes - 60 minutes (KCA 60 x BR)
- 4 10 U-Matic Tapes - 20 minutes (KCA 20 x BR)
- 5 Two Video heads (RV-14 Upper Head Drum A-6709-148 A)
- 6 2 Microphones
- 7 2 Wind Screens for Microphones
- 8 2 AC Power Adaptors, Type AC-D468
- 9 2 Travel-Lite 50 watt International Electricity Converts (Adaptor Plugs)

The assistance of IMPACT in rehabilitating a peugeot caravan for use by PIP Staff since October 1987 is another major area of assistance. The possession of the car has enabled us to move within and outside Accra for our various activities including population presentations and seminars with minimum difficulty.

119

Just in 2nd May 1989 IMPACT provided a further \$1,300 for the overhauling of the car. Consequently, it is now in a very good condition.

Specifically, Dr. Elaine Murphy and her staff at IMPACT and USAID/Accra throughout the three year period have been highly supportive of PIP's activities.

B. Impact of Materials and Services on Population Programmes and Family Planning Services.

The target group, ie policy makers, researchers, opinion leaders etc, have really been sensitized about population related issues and are now very much enthusiastic about the implementation of the population programmes. The awareness created by the activities of PIP has led to a greater support of population programmes by the government and other policy implementors.

Materials and services at PIP's disposal have been used extensively country-wide.

PIP's active involvement with the nation's population programmes and family planning activities is indicated below;

1. PIP was represented on the National Planning Committee on "The Day of Five Billion" which was celebrated on the 11th July 1987. In addition, PIP gave a RAPID Presentation which was telecast on national television on the night of 11th July, 1987

2. Representatives of PIP have served and continue to serve on the advisory committees of Planned Parenthood Association of Ghana, National Council on Women and Development and Ghana National Family Planning Programme.

3. PIP played a leading role in the preparation and successful completion of the recent National Population Conference (28th-30th June 1989).

Representatives of PIP served as members of the organising committee and Prof. Benneh, PIP Project Director, was the Conference Chairman. PIP is still playing an active role in the Sub-Committee for Post-Conference activities.

4. PIP, the Health Education Department of Ministry of Health and NAFTI in collaboration with John Hopkins University have produced a population and development film for Ghana. The film has been pre-tested and corrections are to be made.

5. PIP is serving on the advisory Board of a Project named "Women, Population and Development" under NCWD. The project which is assisted by UNFPA and ILO as the executing agency, is

designed to enhance support and strengthen the capacity of NCWD to increase women's skills employment opportunities thereby improving their knowledge relevant to the promotion of family welfare and planning.

6. PIP served on the National Committee which drew up the UNFPA second Ghana Population Programme 1990-1995.

7. PIP on the request of the Ministry of Education produced a chapter on "Population Growth, Distribution and Development in Ghana" for a Source Book to be used for Family Life Education in all Second Cycle Institutions. One of PIP's sectoral booklets on "Some Implications of Early Child bearing in Ghana" by Dr. Ben Gyepi-Garbrah (now a consultant with the World Bank, Washington) has been adopted by the Ministry of Education as one of the basic books for the Family Life Education curriculum.

VI FUTURE PLANS

A. Plans after end of IMPACT Contract.

IMPACT contract with PIP ends in September 1989. Meanwhile, PIP has signed another 2-year sub-contract with The Futures Group (TFG); RAPID III Project; to focus on Population, Resources and Environment.

With the assistance of TFG, PIP hopes to develop a Population, Resources and Environment Model and design a story board presentation incorporating Ghana-specific data as well as data on sub-Saharan Africa.

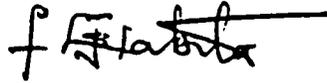
Again, PIP will develop a family planning demand model using data from the 1988 Demographic and Health Survey. PIP will also continue with activities such as media relations, seminars/workshops, presentations, briefings and the production of materials on population-related issues.

B. Support From Government, Other Donor Agencies and Private Agencies for the Future.

Government: In recognition of the good work done by PIP in disseminating population information to policy makers and other related personnel, the government of Ghana has intimated her intention of further assisting and sustaining PIP. As a first step, plans are far advanced for the government to procure a Nissan Patrol 4 Wheel Drive for PIP. Such a vehicle will enable PIP to easily host regional and District seminars throughout the country. It is therefore anticipated that in future the Government will adopt PIP as one of the ongoing national projects especially after the establishment of the proposed National Population Commission. However, continued support from international agencies such as USAID may still be desirable for specific activities.

Donor Agencies: The UNFPA has indicated its willingness to support PIP, with the concurrence of USAID, in areas not currently covered by PIP's sub-contract. This may however not be immediate.

Report Compiled by



Prof. George Benneh
(Project Director)
PIP/GHANA

Appendix D
Trip Report to Ghana

Appendix D

Trip Report to Ghana

by
John McWilliam

Background

As part of the Innovative Materials for Population Action (IMPACT) Project evaluation, a field trip to Ghana was undertaken from September 24-29, 1989, with the purpose of interviewing high-level Ghanaian policymakers concerning their views of the project and its impact on population policy development in Ghana. A checklist of questions for the policymakers was used as a guide in the interviewing process (see Attachment). The information collected from the interviews of policymakers is intended to supplement information collected from questionnaires sent to a sample of Ghanaian policymakers and others concerning the materials developed by the IMPACT Project.

The IMPACT subproject in Ghana, the Population Impact Project (PIP) of the University of Ghana, began in 1987 and is due to end September 30, 1989. The main outputs of the PIP Project are the following:

1. The composition of eight booklets on population issues that were produced by IMPACT in Washington, D.C. and their distribution through a mailing list and other means to population policymakers and others in Ghana.
2. Special presentations on population issues by PIP staff to policymakers.
3. Assistance provided by PIP staff in seminars and workshops on population issues.
4. Assistance provided to Ghana radio and television in production of programs on population issues.
5. Assistance to Ghanaian newspapers in the production of articles on population issues.

Policymakers Interviewed

GOVERNMENT

Ministry of Health

Nana Akuoko-Sarpong
Dr. Moses E.K. Adibo

Secretary
Director of Medical
Services

Ministry of Finance and Economic Planning

K.B. Amissah-Arthur

PNDC Deputy Secretary

Ministry of Education

K.B. Asanti

Secretary

Ghana National Family Planning Program

S.K. Kwafo

Executive Director

Regional Administration

Colonel William Thompson

Accra Regional Secretary

NEWS INDUSTRY

Newspapers

Sam Clegg
E.N.O. Provencal
Christian Aggrey
Willie Donkor

Editor of *Daily Graphic*
Editor of *The Mirror*
Editor of the *Ghanaian Times*
Assistant Editor of the
Ghanaian Times
Features writer of the
Ghanaian Times

Mrs. Elizabeth Nunoo

Radio and Television

David Anaglate

Acting Deputy Director,
Broadcasting

Kwasi Amoako
James Cromwell

Director of Radio
Director of Television

OTHERS

E.N. Omaboe

Former Member, Commission for
Economic Affairs

E.A. Kwakye

Director, Planning, Budget and
Research, Ministry of
Transport and Communications

United Nations Population Fund

Dr. A.T. Fadlu-Deen

Country Director

Population IMPACT Propect, Ghana

Professor George Benneh
J.S. Nabila
Henry Ofori

Project Director

USAID/Accra

Dr. Dan Blumhagen
Lawrence Darko

Chief, Health and Population
Program Officer

126

Results of Interviews

MINISTRY OF HEALTH (MOH)

The Secretary (Minister) defined the present population policy of Ghana as being on two levels: the macro-level, at which the government is concerned about population size in relation to the use of resources, and at the micro-level, at which there is a need to space births for health reasons.

His views on family planning have significantly changed over the last decade and particularly when he recently became Secretary. As a traditional ruler in Agogo, the third largest populated area in Ashanti, he saw the relationship between the economic situation of his people and the need to space birth. As the economic situation worsened, people could not afford large families and some began to have fewer children. However, his "conversion" (his term) to child spacing happened after he became Secretary and was shown a demonstration of the RAPID model by the PIP project and was influenced by the explanations of the need for child spacing provided by the PIP Project Director.

The Director of Medical Services defined the present population policy as it related to health: It is a policy to assist families to space their children to ensure the health of mothers and children. His ideas on family planning have not changed over the last decade. He has noticed, however, that recently, the interval between births has seemed to become shorter, thus imperiling the lives of mothers and children. He believes that reducing the number of children and spacing their births at least three years apart, will enable more children to survive. The MOH attempts to link modern child spacing to the traditional spacing of births. It emphasizes the good things in the past to help provide a sense of values for modern child spacing.

The Director believed that the 1969 Population Policy is as valid today as it was in 1969. He faulted its implementation, however, in that the Secretariat set up to monitor/evaluate the policy became an implementation body paralleling the Ministry of Health. This has now changed and the Ministry is in full charge of implementation.

The PIP/IMPACT project has reinforced the Director's views on the need for child spacing and a population policy. In regard to the usefulness of the PIP publications, he noted that for too long population materials have been based on the experience of programs in the Far East; PIP brings home the problems of population growth using Ghanaian data. In addition, PIP has directly influenced the former Secretary of Health, a military appointee, by gaining an interview with him (subsequently published in the *People's Daily Graphic*) on the effect of rapid population growth on the health delivery system.

111

The aspects of the PIP/IMPACT program that have had the greatest effect on policymakers were special presentations by PIP staff (the Director noted the RAPID III presentation by PIP in influencing the present Secretary) and newspaper articles and press releases written by PIP. In addition, the Director noted that the PIP publication of *Interviews with Members of Government* was very important as it confirmed the support of the government for child spacing. He stated that "half the battle is now over" with the publication of this booklet. The booklet has given him the opportunity to point to the various pronouncements of government officials if required to justify his position on child spacing.

In regard to financial allocations for family planning by the government, such allocations are a part of maternal and child health (MCH) and health education. There are no workshops as such for family planning that do not include pre- and post-natal care. The government emphasizes three programs: disease control, health education, and MCH, which includes family planning. A significant amount of time has been given to family planning information, education, and communication (IEC) in health education and counselling (John Hopkins University/Population Communication Services [JHU/PCS] supported). He expects an increase in the budget for child spacing in the next two years to combat increases in maternal and infant mortality.

For the future, he stated that he saw a need to continue with dissemination activities of PIP/IMPACT but focused more on general dissemination to communities. He felt that this type of project should receive high priority for A.I.D. funding.

Last of all, in response to a question on the "glitz" of the PIP/IMPACT booklets, he stated that the presentation of these reports was very important, and that although it may be more expensive to have them printed in glossy covers with many illustrations and pictures, he felt that this was necessary to attract the attention of policymakers. Once policymakers have picked the publications up, the articles are short enough to be read in one sitting.

MINISTRY OF FINANCE AND ECONOMIC PLANNING

The Deputy Secretary had not seen *Family Planning Saves Lives*, but had seen the Africa-specific booklets and the PIP publications. He even provided one that the interviewer had not seen. Overall, he felt that these publications were attempting to convert those already converted but that the publications help policymakers to obtain the evidence needed to influence other people. He felt more attention should be paid to the implications of the demographic information on action programs.

128

The Deputy Secretary also noted the influence of RAPID and Dr. Bennah's presentation as being very important in disseminating population information to policymakers. He felt that a RAPID presentation on TV or a film would also be useful.

In response to a question concerning his views on the possibility that the booklets would be attributed to USAID because of its financing of the PIP booklets, the Deputy Secretary had strong views on the adverse effect of such an attribution. He stated that it would call into question the sincerity of the those producing the booklets (PIP, University of Ghana), and moreover, that for those opposed to population/family planning, such an attribution would, once again, show that population values were being imposed from the outside.

The Deputy Secretary also felt that the execution of family planning policy should be transferred from his ministry to the Ministry of Health. His ministry is more involved in population and development issues, while the MOH is involved in MCH. By putting the responsibility for execution in the MOH, family planning could be handled in clinics. He felt that his ministry had the broad overview of population needs, but that it was not a program implementation ministry.

He felt the glitz or glossy nature of the publication called into question where the material was done. Everyone seeing the booklets would know that the publications were not done in Ghana. He felt that good materials could be printed in Ghana, not high gloss, but still adequate.

The Deputy Secretary noted that a Planning Commission had been established and a Chairman appointed. This was one of the recommendations of the recent Population Conference. The Commission's members would be the senior officers from the various ministries, that is, the secretaries. The Commission would also have a Secretary. The Commission would also include a unit on population with which the PIP project would relate. The present Ghana National Family Planning Program would relate to the Ministry of Health.

The Deputy Secretary did not know the level of allocations given to population/family planning over the past two years. He expressed confidence that in the next two years more funds would be given to these areas because of the newly established commission.

The Deputy Secretary felt that the next important step in policy development would be at the District level working with the District Assemblies. He felt that it was always difficult for the center to determine regional differences and to set priorities for addressing regional problems. Now, with the District Assemblies and the Presiding Officers, who are usually

business leaders and can articulate community problems, it will be easier to determine what community problems need to be addressed.

MINISTRY OF EDUCATION

The Secretary stated that his interpretation of the population policy of Ghana was that it was to modify the age profile of the population in such a way as to assist in the overall development of the country and to improve the quality of life. His views on family planning have changed from opposition in the 1960s, to approval in the 1980s. He sees the current approach to family planning as being more comprehensive and positive, and necessary for the development and the enhancement of the quality of life. He does not refer to the 1969 Population Policy specifically, but feels that some of its ideas have "seeped" into the present population policy dialogue.

The Secretary did not state that there were any specific educational programs carried out by his ministry that were involved with child spacing.

The Secretary has read most of the PIP/IMPACT materials; the facts and figures have made an impression and he attempts to make his staff aware of the impact of population on development. He noted that one of the Ministry's main problems centers on the issue of teenage pregnancies and its effect on female enrollment in secondary schools. A PIP booklet on this topic may be useful.

In terms of the impact of the booklets on population policy, the Secretary felt that some headway had been made. The booklets are attractively produced and policymakers do glance through them. He felt that the booklets influence policymakers and those already sympathetic to population/child spacing issues.

The program components that have had the most influence on policymakers, in the opinion of the Secretary, were the seminars and workshops assisted by PIP and the newspaper articles and press releases written by PIP.

The Secretary stated that the government has provided his ministry with no additional financial resources in the past two years for population activities and that he did not anticipate any immediate increases in the near future. He stated that a national planning commission has just been set up and that it may get more involved in population and development issues.

For the future, he does not see the need for a special dissemination project for policymakers. This project has reached its target group and there is now a consensus in government that population/child spacing should be a part of the development

program. No more convincing is needed; what is needed is to put into action all the aspects of development that will limit family size, e.g., measures to ensure the health of mother and child, better child care, and adequate schooling. If this is done, child spacing will become the norm and will be self-propelling. He felt that A.I.D. should give medium priority to dissemination projects in Ghana and that this assistance should be to support action programs.

GHANA NATIONAL FAMILY PLANNING PROGRAM

The Executive Director's definition of Ghana's population policy was a restatement of the seven main elements of the 1969 Population Policy. He outlined the involvement of Ghana in the international population movement in the 1960s at the United Nations and the establishment of a Manpower Board in Ghana that required the data for manpower, leading to the Population Policy of 1969. The Director noted, however, that population has not been properly integrated in programs; the policy has been seen as a family planning policy rather than a broader population policy leading to programs that would help to implement family planning, as well as other actions. In other words, the achievement of the goals in terms of integration of population into the planning process and family planning acceptance as stated in the 1969 policy have been modest.

The Secretariat, as a part of the Ministry of Finance and Economic Development, coordinates ministry and private sector activities in regard to population/family planning. It is no longer implementing programs; this is done by the Ministries of Health, Education, Information, Social Welfare, and private groups such as the IPPF affiliate and the Christian Council.

The Director stated that the booklets produced by PIP/IMPACT explain to the reader what the 1969 policy was "really supposed to do"; it "reaffirms the belief in the policy." He has seen and read all the booklets and has used most of them, e.g., in seminars. He has participated with the PIP project in RAPID presentations and has found that the booklets are useful, particularly after these presentations. The booklets provide the analytic discussion that can be referred to later on by the viewers of the RAPID presentation. He mentioned the booklet *Interviews with Members of Government* as being particularly important as a public relations piece: "it sets minds at rest and gives credibility" to the notion of population and family planning.

The PIP project has provided the Secretariat with materials when requested and has backstopped some of the Secretariat's activities. The Director stated that the impact of PIP's work in Ghana is due in large measure to the status and influence of the PIP Project Director; he has direct access to Secretaries and other high-ranking officials. The aspects of the

PIP project that the Director felt were most effective were the seminars and workshops assisted by PIP and the RAPID presentations given at these meetings. He felt that the booklets are not as important; they are, however, useful later, as reinforcements of the RAPID presentations.

In terms of financial allocations to the Secretariat by the government, there has been an increase in revenues given for inflation, etc., but in real terms, there has been no increase. Funds have been given for training and family life education, but none for vehicles. In the next two years, there is some expectation that more funds will be provided; this depends to some extent, however, on the actions that will be taken by the government based on the recent Population Conference recommendations.

The Director felt that the glossy quality of the booklets was important; it makes policymakers and others want to read them. He stated that one of the PIP publications should be an analysis of the reasons why the 1969 Population Policy has not been implemented.

The Director believed that, in the future, other kinds of assistance will be required to disseminate information about family planning and population issues. He felt that IEC should be emphasized through posters and audiovisual materials.

ACCRA REGIONAL GOVERNMENT

The Accra Regional Secretary was a strong supporter of the PIP program. As Regional Secretary in the Western Region, he experienced the RAPID presentation and was so impressed that he invited PIP to present it to his District Health Secretaries. As the host to all 10 Regional Secretaries for their quarterly planning meeting, he also asked PIP to make a RAPID presentation. The message of the RAPID presentation was so powerful that he expressed his conviction that if Ghana does not take the population problem seriously, such "failure will lead to doom."

The Secretary had PIP booklets in his waiting room, and was familiar with them. When he received them he passed them on to his staff.

Newspapers

The Editor of the *Daily Graphic* was aware of the PIP/IMPACT project and had seen most of the PIP booklets. He had attended a three-day workshop for the news industry sponsored by PIP and was also a panel member. On issues dealing with population, he passes on the PIP publications to his women's page editor and features editor. He has used some of the PIP materials for editorials.

When asked what medium best influences policymakers he stated that RAPID has the most effect. He felt that PIP booklets also had influence with policymakers.

He expressed his belief that the glitzy quality of the PIP publications made them attractive, but that for the expansion of the booklet program to other audiences, e.g., secondary schools, etc., this high gloss publication should be modified.

The Editor of the weekly publication, *The Mirror*, was not aware of all of the PIP publications, but had seen a few and had passed them on to his features editor. He had attended the PIP-sponsored workshop for the news industry. He believed that the role of the newspaper was to put across government policy to English language readers. He felt that newspapers were not all that important to getting the population message to the illiterate population.

Although he appreciated the news releases that PIP at times provided to the paper, PIP had no involvement with his news staff who he felt could learn from doing the stories and could possibly do a better job in making the articles more interesting, e.g., adding interviews, thereby bringing more personalities into a report.

The Editor of the *Ghana Times* was very candid in his views on population and family planning. His views on population policy center on population size in relation to the carrying capacity of the available resources. His ideas on family planning have changed over time. He believes that there are certain pre-conditions which have to be met before any impact on family planning can be achieved: the relatively low economic costs of children in rural areas, the preference for males children, the need of a large family for social security in a parent's old age, and traditional inheritance systems should be changed before family planning can have an impact. He stated that if a family planning strategy is devised that does not take into account these preconditions it could be construed as being implemented for other motives. He also expressed the opinion that with few other diversions in the rural areas, procreation became a form of recreation. The Editor's views on family planning came out of a wider perspective than others interviewed. He felt that some of the caution taken in the wholehearted acceptance of family planning in Ghana may have come from the international political debates of the 1970s: e.g., the decision to base voting in the General Assembly of the UN on population size of nations, the movement in Rhodesia and South Africa to encourage the increase of the white population, and the political leverage that larger countries, such as India and China, have in the world arena, even when they are less developed countries.

172

He felt that family planning had to be looked at critically and a distinction had to be made between family planning as a population control measure and as a social welfare measure. Although he admitted that there is a fine line between the social welfare and population control rationale for family planning, he surmises that thus far in Ghana, family planning has really been addressed from a population control perspective. This view is based on two facts: 1) if family planning activities were being done for social welfare reasons, family planning would be getting to the people who need it the most, the rural poor, and 2) from 1969 to now, there have been vast differences between the pronouncements on family planning by social welfare workers and the government.

The Editor knew of the PIP Project but was not familiar with the PIP booklets, though he had seen some. It was his belief that such booklets for policymakers are needed to educate them on population matters.

The feature writers of the *Ghana Times* were all aware of the PIP publications and, in fact, have used two of the booklets as the basis for major articles. The format of the booklets does not always lend itself to inclusion in newspaper articles and the writers seem to prefer press release-type bulletins, e.g., WHO press releases on AIDS, etc. All of the writers interviewed had attended the PIP newspaper workshop. One writer was on the mailing list of PCS/JHU's Population Reports and she, at times, referred to these publications in her reporting. One writer explained that "the whole [Ghanaian] culture is against family planning" and that "Ghanaian society doesn't like to read about such personal matters as human sexuality in the newspaper." She said that reporters only write about these issues in general terms.

Ghana Broadcasting Corporation

A courtesy call was made to the Deputy Director. Later, at another meeting, the Directors of Radio and Television expressed their views on population policy, family planning, and the impact of the PIP Project. The Director of Radio viewed the population policy as a sensitization of the population to the problem of the increase of population in relation to food production and the pressure put on other resources with more people. He felt that PIP was very important since it has gotten the media on its side and because as partners PIP and the media have the ability 1) to bring the facts concerning population to the people, 2) to make recommendations on how to solve population problems through family planning, and 3) to make people aware of the limited number of children it is possible to care for adequately. This education process is needed, since at the time of independence the population of Ghana was about 4.5 million and there were plenty of resources, and free compulsory primary

education, etc. People felt that the population size was manageable in the 1950s. However, in the late 1960s and 1970s, people began to feel the population problem. The price of food increased and the need to control the population size became more evident.

The role of radio is to change minds about family planning and to reinforce those values that may promote smaller family size, e.g., the wish to educate one's children. Radio can discuss the availability of contraceptives -- where to buy them, e.g., the yellow flag denotes where contraceptives are sold. Radio is being used in contraceptive social marketing activities.

PIP materials are used by Ghana radio as background material for local language broadcasts. The six local language broadcasters read the booklets and discuss their contents during their programs. There are two 15-minute, English language programs on the radio each week which discuss family planning. The times at which programs are aired are congruent with the listening habits of the various audiences. PIP has provided two Sony recorders to Radio Ghana; it has also received resource materials from PCS/JHU and the Health Education Division of the Ministry of Health.

The Director of Radio stated that PIP has been most effective in reaching policymakers through RAPID presentations.

The Director of Television perceived the population policy of Ghana in terms of the adverse effect increased population has on the availability of amenities, e.g., schooling, number of hospital beds, number of doctors per capita. He also mentioned the lack of jobs and the "brain drain" as population issues. His views on family planning have evolved to the point that he feels a more restrictive view of population control may be necessary. He mentioned the example of sterilization in India and stated that Ghana needs to move away from its ingrained pronatalist point of view.

Family planning issues are discussed on television through family dramas showing what too many children bring hardship. Contraceptives are shown on television -- all the different methods -- on English and local language broadcasts. (This is an MOH program.)

The PIP booklets are passed on to the local language producers as resource material. Ghana television is working with PCS/JHU and URTNA, who are financing a family planning production. PIP has provided Ghana television with tapes for television use.

Other

FORMER COMMISSIONER FOR ECONOMIC AFFAIRS

The former Commissioner for Economic Affairs was responsible for the 1969 Population Policy and had recently given the keynote address to the National Population Conference.

He was very familiar with the PIP booklets and had copies of them at his finger tips, next to his desk. He felt that they were useful in providing the latest population information to people like himself who had to give talks about the population situation. He said that the PIP booklets were the type of publication that a policymaker read through easily. When he receives his PIP publications by mail, he often responds to enclosed letters requesting comments on the booklets.

The Commissioner referred to his recent keynote address to the Population Conference to summarize his views on Ghana's population policy. The salient points of his address follow:

"The government therefore bore absolute responsibility for the [1969] policy. It is necessary to clarify this because the impression is sometimes given in certain quarters that the policy was imposed on the country. It was never an imposition from outside to keep down the population of Ghana."

"It was felt that the least that could be done in the circumstances was to inform [rural population] about the availability of these modern techniques of family planning and leave them to practice them if they so desired. The message to be put across was simple: it is possible to have practical sexual relationships without necessarily bearing children. We considered this to be one of the fundamental human rights: the right to be informed."

"Family planning formed an integral part of the Population Policy but it is certainly not correct to see the Policy as being a policy statement on family planning."

"However, in the non-family planning aspects of the Policy, no analogous comprehensive programme or plan of implementation was evolved."

"...with the general run-down of the economy and the attendant weakening of the governmental administration, the Manpower Division of the Ministry of Finance and Economic Planning was not able to effectively undertake the coordinating functions which were envisaged in the Population Policy, especially with regard to the non-family planning aspects of the Policy."

"Every government since 1969 has accepted the policy, or to put it more accurately, none of the various Governments has rejected it. But it is one thing accepting the policy, or not rejecting it; it is another thing being committed to it as an important element in the general strategies of national development."

"It must be reflected in such areas as budgetary allocations and deployment of key officials to the implementing agencies."

"In April, 1986, a National Conference on Population and National Reconstruction was held in Legon....Regrettably, we have not received the reaction of the Government to the various resolutions and recommendations."

"The (Legon) Plan states...[that] 'the basic tenets of the Ghana Population Policy are valid, and that the policy should be faithfully implemented.' Let me venture to state that very few policy documents can have the same said about them after twenty years of existence"!

"With the implementation of the Government's decentralization policy, due consideration will have to be given to the role which the newly-established District Assemblies must play in implementing the Population Policy."

"'a Population and Human Resource Secretariat should be established within the Ministry of Finance and Economic Planning to service the National Population Commission.' This is a recommendation which I fully endorse...It will be necessary to clarify the status of this commission vis-a-vis the National Planning Commission. A Population Commission, or Population Council will have to be one of the sections of a National Planning Organization."

"But we need a practical demonstration of positive support from the Ministries and Departments and all other organs of state for the ideals of the Policy."

"[sex education] Because of our cultural background open discussion of matters relating to sex are frowned upon...Whether we like it or not our young teenage daughters know about sex and many of them practice it much earlier than they are supposed to. We cannot lay hard and fast rules against such habits. What we can do is to reeducate them properly about sex so that if and when they practice it, they are fully aware of its consequences especially in these days of the dreadful disease of AIDS."

"The family planning programme and the programme to educate the public about AIDS are all related to sexual behaviors. There is no reason why we should mount two separate programmes in the country to handle these subjects."

157

"We must evolve a programme of action which will enable us to implement our Population Policy in an integrated multi-sectoral manner. This underlines the need for the establishment of a Section or Unit to coordinate the population-related activities of all the sector Ministries."

The challenge is to try to get the government to implement the population policy. The role of PIP and other such programs is to keep knocking at the doors of government, reminding them of the policy and keeping the population problem current.

UNFPA

The Ghana Country Director was extremely complimentary of the PIP project, particularly as an outreach project of the university. He rated the RAPID presentation very highly and he commended the PIP booklets. He stated that if USAID funding for the project discontinued, UNFPA would fund it.

MINISTRY OF TRANSPORT AND COMMUNICATION

The Director of Planning, Budget and Research Unit has reviewed some of the PIP booklets and has given his comments on the booklets to the project. The personal relationships between the PIP Project Director and government officials both informally and formally have gained credibility for the outputs of the project.

PIP PROJECT

The Project Director and his Deputy also agreed to a brief interview during a recent visit to Washington, D.C.

The Director noted that one of the project's main constraints as an outreach project was the lack of adequate transportation. He noted, however, that the government recently provided the project with a new vehicle. Other equipment needs include a video camera and player and a big screen.

The Director stated that the project was to end soon and that he would like the publication series to continue. A new project on population and the environment is beginning shortly with assistance from The Futures Group.

USAID

The new health, population, and nutrition (HPN) officer had recently arrived and had no specific information on the project thus far; he had his first official meeting with the PIP Project during the period of this assignment. He was awaiting the results of the interviews with key government officials to decide on what actions, if any, need to be taken.

Appendix E
Evaluation Scope of Work

Appendix E

Evaluation Scope of Work

I. Background

Since A.I.D.'s population program began in the mid-1960s, over \$300 million has been spent on research (biomedical, operations, demographic, and social science.) Efforts to disseminate the most important research findings have been limited to about \$30 million or 10 percent of the expenditures for research. These past dissemination activities have largely been directed to the research community and population specialists. The Office of Population designed the IMPACT project to tackle the problem of presenting important research results to high-level policymakers in developing countries and the donor community.

The objective of the IMPACT project is to improve the use of population information and research findings by high-level decisionmakers. The project is experimental. It assumes that creatively designed materials geared to the needs of busy leadership groups will increase the use of information in decisionmaking. It also assumes that a targeted distribution strategy will enhance the likelihood that materials will reach and be used by the intended audiences. The project tests these assumptions by carrying out various tasks involving the production, distribution and evaluation of materials.

Contract

After a competitive procurement, A.I.D. awarded a contract to the Population Reference Bureau for the IMPACT project. The budget for the 5-year contract (August 1985 - August 1990) is \$5,941,391.

The workscope of the contract for the IMPACT project describes two major areas of activity: 1) general publications and materials, and 2) support to LDC institutions. Under the first task, thematic booklets are to be prepared addressing key topics and appropriate for policymakers in all regions of the developing world. These booklets are to be supplemented by materials in a variety of formats (posters, factsheets, press kits, audiovisuals.) Another component of the first task involves responding to ad hoc requests for materials. Such requests require very short turnaround time.

The second major tasks of the project is support to LDC institutions to improve their capability to increase use of

research findings on population and family planning. The contract calls for the development of major subprojects in a limited number of developing countries as well as providing assistance for a number of "minor" dissemination activities. Support for conferences and workshops by providing existing publications or producing special materials is part of this task.

Specific outputs of the contract are:

- 4 thematic publications, prepared and distributed in several languages including English, French, Spanish, and Arabic. Each theme is to be treated in an average of three formats (chartbooks, audio-visual materials, posters, factsheets, folders, press releases, etc.)
- Development and maintenance of a mailing list of approximately 5,000 LDC policymakers and representatives of the donor community.
- Support to LDC institutions through subprojects in up to 7 countries. Additional support for up to 10 more minor activities or single tasks each year.
- Preparation of materials in response to up to 25 ad hoc requests per year.
- Conduct of 1 or 2 regional workshops on approaches to disseminating population information to LDC policymakers.

The contractor is also expected to evaluate on an ongoing basis how the project materials are used by the target audiences and whether the activities (publications and other support) are effective in the development of population policies and programs. The contractor is expected to determine the information needs of the target audiences and use this information to guide the development of communication and distribution strategies. Periodic assessments of project activities are to be used to modify the approaches.

II. Evaluation

The purpose of the evaluation of the IMPACT project is to: 1) assess A.I.D.'s design of the project and recommend modifications for a follow-on project; 2) evaluate the contractor's performance in carrying out the project; and 3) assess the impact of the project's activities.

A. Project Design Issues

1. Assumptions underlying the IMPACT project design are that: a) a specific project is needed to disseminate population information and research findings to LDC leaders and the donor community; b) brief, attractive materials will capture the attention of policymakers; and c) targeted distribution of materials will promote the development or improvement of population policies and programs. The evaluation should examine these assumptions in light of the project's experience and determine whether the assumptions are valid. Further, the evaluation should assess the need for a follow-on project, and, if so, how the project should be modified.

2. A.I.D.'s approach to dissemination through the IMPACT project includes a combination of activities: a) preparation and dissemination of thematic materials; b) development of in-country subprojects which would involve preparation and dissemination of materials; c) minor or ad hoc requests for new materials. Is the priority allocated to each area in terms of proportion of staff effort and budget appropriate given perceived needs and benefits of each area?

B. Implementation Issues

1. Thematic materials:

Target audience:

- What level of effort has the project devoted to identifying the key target audiences of high-level LDC policymakers and the donor community? How well has the objective of identifying key target audiences been achieved? Are there segments of the audience that are underrepresented or missed? What has/could the project do to strengthen the list of target audiences? Should a future project devote more effort to identifying policy-relevant target audiences.
- What effort has been devoted to identifying secondary audiences and with what success? Are there secondary audiences that could/should be reached and how should IMPACT enhance the spin-off to secondary audiences? Are additional IMPACT materials easily obtained by all segments of the target audience?

142

Content of materials:

- Do the topics selected for "thematic" treatment address information gaps, important research findings? Do policymakers feel these are important topics? What additional topics if any should be addressed in a follow-on project?
- How has IMPACT tried to assure the clarity and acceptability of its materials? Is the content credible, acceptable? Do LDC nationals view the materials as propaganda? Do materials clarify the issues, legitimate discussion of issues? Are the graphics understood?
- Are the style, format, color, and "glitz" appropriate? What is the response to the high-gloss, four-color materials? Should the project continue to emphasize this approach?
- What is the relative impact of country-specific (produced by in-country institutions e.g. Turkish version of Contraceptive Safety) versus region-specific but U.S.-produced materials? Should future efforts move toward a more country-specific strategy?

Are the versions in multiple languages needed? Are the translations acceptable?

- Does the identification of the United States as the funding source affect the acceptability of the materials? How would the acceptability of the materials be affected if all project publications (e.g. the Ghana booklets) in addition to the thematic materials cite the funding source?

Distribution strategy:

The project adopted a 3-tiered strategy to distribution (tier 1 countries have subprojects; tier 2 countries have a special mailing list; and tier 3 countries are all other A.I.D.-assisted countries which receive thematic materials in bulk through the Mission or embassy upon request). The strategy was adopted to limit the number of countries in order to permit better "targeting" of the distribution efforts.

11/13

- Materials are distributed through in-country representatives (by mail or hand delivery), requests for additional materials from initial recipients, referrals, USAIDS, ambassadors, cooperating agencies and at conferences. How could the distribution to the target audiences be improved?
- Is "targeting" necessary or could satisfactory distribution occur in the absence of mailing lists, i.e. is the mailing list strategy cost-effective and what are the alternatives? Is it possible to access the gains/losses and cost-effectiveness of one information packet per leader versus multiple copies per leader versus saturation coverage of all likely members of the bureaucracy at various strata?
- Do recipients really know and care how they receive their mail? What generally works best -- international mail, local-group mail, personal individual delivery? How is the perceived value of materials affected by dissemination of materials directly from PRB versus through local organizations or leaders (with a cover letter); versus U.S. ambassadors or other channels?
- Should there be more communication and coordination with other projects of the cooperating agencies and donors, especially with respect to the mailing list? What problems have encountered? What are the trade-offs in the project's time and effort?
- In-country project representatives in Tier 1 and 2 countries assist in maintaining the mailing lists and in distributing materials. What has been the selection criteria for local representatives? Do local representatives sufficiently understand the task at hand prior to commitment? Can these representatives be more effective? Are they motivated? Is the financial compensation sufficient? Should there be more than one representative e.g. one for each category of the target audience? Are there other approaches to in-country distribution which might be more effective?

Media: The project includes working with the media in its promotion and distribution of materials. As the project has evolved, it has moved toward work with the local media.

- How well has IMPACT executed its media efforts? Are the radio programs, videos, news releases, and seminars for journalists professionally done? Have distribution

- 144

efforts of audio and videotapes, transcripts, and press packets to media channels been sufficient? Has there been sufficient collaboration with other cooperating agencies active in this area and attention given to previous lessons learned?

- In IMPACT's subprojects with media efforts, namely Ghana, Mali and Turkey, has good guidance been given to subcontractors?
- How might the media effects be evaluated? Has IMPACT selected effective news mediums? What media efforts show the most promise over the long run?
- Should IMPACT increase its media coverage efforts, and, if so, how? For example, should IMPACT better engage the media in Washington, D.C. or other Western capitals or through local representatives in developing countries through press releases, lunches and conferences to present new materials?

2. LDC Support

Subproject development: The purpose of subproject development is to increase the capability to LDC institutions to raise awareness and use of research findings on population and family planning. The project is working in Ghana, Madagascar, Mali (Sahel Region), Nepal, Somalia, Turkey, and Zimbabwe. These activities are at various stages of development and implementation.

- Country selection has been influenced by advice from S&T/POP and USAID missions. Has this advice led to an appropriate selection? Was there sufficient background analysis? What influences and criteria affected the selection of countries and local institutions for subprojects?
- What process has IMPACT followed in preparing the strategies for in-country subprojects? How do these strategies and subproject workplans complement other policy development activities going on in the countries?
- Has the contractor provided the necessary assistance to the local institutions in designing, implementing and evaluating the subprojects? What additional assistance should IMPACT provide?
- What role has IMPACT's expertise in microcomputer graphics played in subproject work? Should there be greater or lesser emphasis on technology transfer in the project?

Minor and ad hoc tasks:

- The project resources have been devoted to a number of short-term tasks (e.g. materials for conferences). Is it reasonable to assume that these materials contribute to the success of conferences and workshops? What response has been received in this regard? What proportion of staff time is devoted to these activities and is this level appropriate? Should specific criteria be established to limit the number or to select among such activities (e.g. build on earlier efforts)?
- Has IMPACT fulfilled its obligation for distributing these various materials? Are there additional ways IMPACT could promote or disseminate materials which are within staff and funding constraints?

Collaboration:

Implementation of all project activities has frequently involved collaboration with other cooperating agencies and donors. Has there been an adequate amount of collaboration? Are there ways this collaboration could be improved or should be altered? Should IMPACT be more closely linked with the other Office of Population information projects (PCS and PIP) or even more closely with other PDD project?

Modification of project's approach:

The IMPACT project is considered experimental. How has the project learned from its experience and modified its implementation procedures? Are there other lessons learned from the implementation of the project that can be applied in the project's final years or in the follow-on project? Are there specific amendments that should be made to the current contract?

C. Issues of Effectiveness and Impact

Realizing the impact of project activities is very difficult to evaluate, the team is requested to suggest some intermediate indicators.

1. Evaluation research. The project has an internal evaluation component to assess the usefulness of the materials and their contribution to population policies and

programs. The methods used for evaluating materials include focus groups, bounceback questionnaires, and in-depth interviews.

Has the design for the internal evaluation addressed issues such as the cultural acceptability of materials, whether the materials are comprehended and if they are used? Has the project taken into account the literature on the use of knowledge in decisionmaking in their evaluation efforts? What other evaluation activities should be undertaken in the project's final year and a half? Should the evaluation component of a follow-on project be restructured?

Evaluation of materials has generally occurred post-publication, although pre-publication review has been carried out. Has there been sufficient pre-publication design and revision of materials? Has the experience in "pre-testing" merited the additional time and cost involved? Should the future orientation in the preparation of materials change to emphasize direct testing with the target audience prior to publication or other evaluation strategies?

2. Thematic materials. How are the materials being used? (For example, does information from the materials appear in newspapers and speeches?) How have the materials contributed to the development of population policies and programs in developing countries? What additional efforts could be undertaken to increase the impact of the materials?

Are the materials valued and comprehended? If so, is there evidence?

3. LDC Support

Is the assumption valid that the sub-projects contribute to the development of population policies and programs a valid one? Is there any evidence of impact? What changes in strategy or activities might enhance the effectiveness of IMPACT's work?

Has the LDC support strengthened the local institutions ability to disseminate population information to local leaders? Should this component be expanded or reduced?

Minor-country tasks

It is reasonable to assume that the various materials developed for conferences and in collaboration with other organizations (Columbia University, Westinghouse) have

contributed to the development of population policies and programs? Is there any evidence of impact? Should a follow-on project maintain flexibility to respond to a variety of requests for minor or ad hoc assistance or should project resources be concentrated on fewer activities?

Are the different types/formats of materials (folders, posters, reports covers, booklets) an important contribution to policy development? Are there ways to measure this contribution? For example, do policymakers recognize logos from previously-held conferences? Are additional copies of posters requested?

D. Management Issues

How is the project proceeding in comparison the the annual workplans? How useful are the workplans as a management tool given the flexibility and responsiveness desired from the project? What internal management systems/styles exist to ensure A.I.D. review of all materials prior to publication and timely delivery of materials?

How do the original estimates for production, distribution and staff level of effort of materials compare with actual costs?

Does the IMPACT project keep S&T/POP, regional bureaus and USAID Misssions sufficiently informed about the design, implementation, and evaluation of subprojects and other LDC support? For example, on subproject contracts and scopes of work, are A.I.D. staff involved systematically in their review and approval?

Is there sufficient level of effort devoted to the major tasks. Does staff allocation need to be altered?

Given the demand for activities and materials, should a future project allow for a greatly expanded program of activities in some or all of the major task areas (thematic materials, subprojects and minor country tasks, ad hoc requests?

Methodology for Evaluation

A. Review project documents: contract, workplans (Year I, II, III, IV), management reviews (November 1986 and 1987), subproject files, correspondence, IMPACT publications.

- . Mailing list and ICI evaluation of country lists
- . Evaluation by ICI of subprojects in Ghana, Mali and Turkey

B. Conduct survey of target audience:

- Sample of LDC mailing list, other LDC influentials
- State/A.I.D. staff (Ambassadors, Mission Directors, UNDP, Population/Health Officers), AID/W and USAID
- Advisory panel
- Cooperating Agencies
- Other donors
- Media
- Other select policy groups (e.g. parliamentarians)

C. Evaluate country subprojects and activities:

Subproject evaluation is proposed to take place through in-country visits in at least two countries, preferably by in-country consultants or in combination with telephone interviews.

CERPOD (Mali, Chad)	Ecuador
Ghana	Turkey
Madagascar	Zimbabwe

D. Proposed content of survey:

- General attitudes of policymakers on population growth, fertility and family planning
- What kind of population information is most useful? How does information/material flow in the system? Are materials received? Are they used and how? Can use of materials be documented? How could they be more useful?
- What is the perceived impact of the subproject activities?