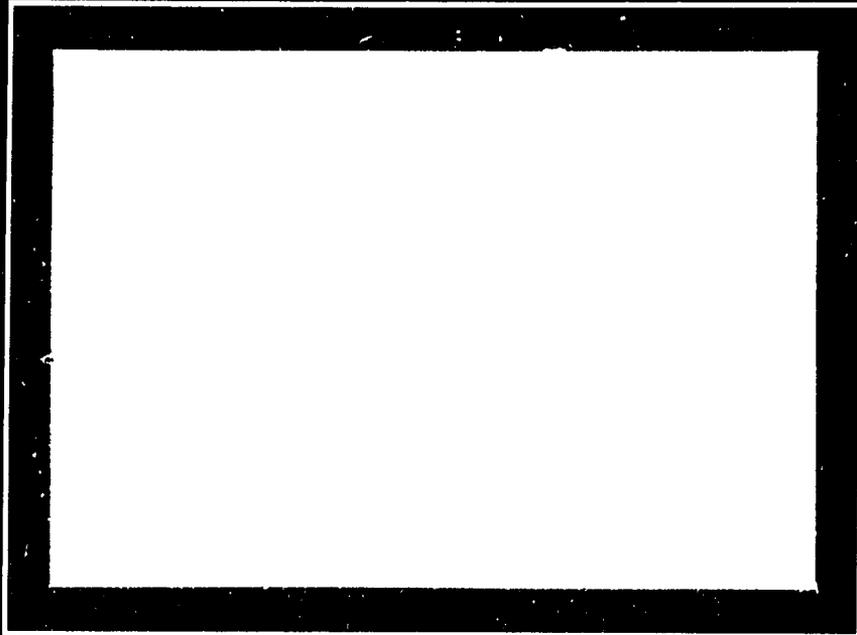
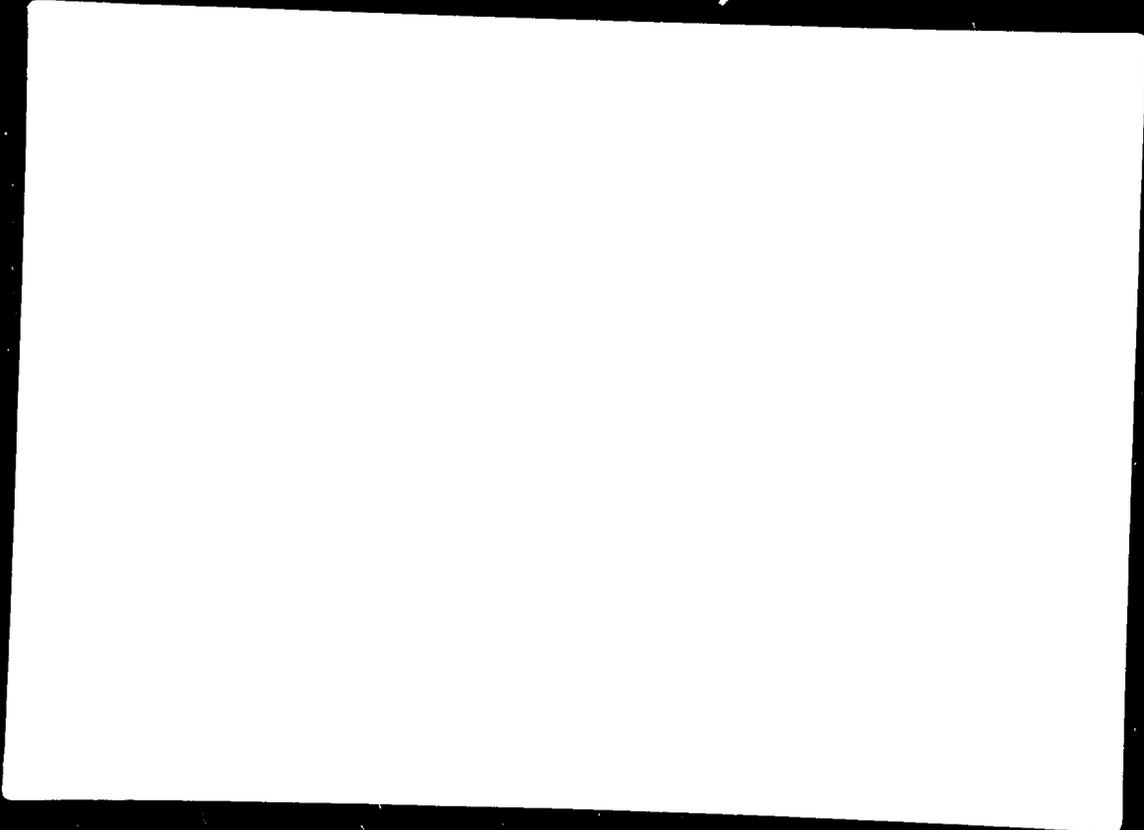


PD-ARL-331 95270



**FAMILY
PLANNING
MANAGEMENT
DEVELOPMENT**

*A project of Management Sciences for Health
in collaboration with
The Centre for Development and Population Activities*



Family Planning Management Development (FPMD) is a five-year project designed to provide practical solutions to the management problems faced by senior- and mid-level family planning program managers in both the public and the private sector. FPMD is a world-wide project, assisting family planning managers in Africa, Asia, the Caribbean, Latin America, Eastern Europe, and the Near East. It is implemented by Management Sciences for Health in collaboration with The Centre for Development and Population Activities (CEDPA).

**TRIP REPORT:
BAMAKO, MALI AND DAKAR, SENEGAL**

JULY 1994

Walter Mertens

FAMILY PLANNING MANAGEMENT DEVELOPMENT

**Project No.: 936-3055
Contract No.: DPE-3055-C-00-0051-00
Task Order No.: A1700 EVPRG**

LIST OF ACRONYMS

A.S.D.A.P.	Association de Soutien au Développement des Activités de Population
BASICS	Basic Support for Institutionalizing Child Survival
CEDPA	The Centre for Development and Population Activities
CERPOD	Centre for Applied Research on Population and Development
FPMD	Family Planning Management Development
FRAC	Francophone Regional Advisory Committee
MSH	Management Sciences for Health
UAPS	Union for African Population Studies
UNFPA	United Nations Population Fund
USAID	United States Agency for International Development

CONTENTS

I.	EXECUTIVE SUMMARY	1
II.	EVALUATION OF CERPOD	1
III.	EVALUATION OF FRAC	2
IV.	NEXT STEPS	2
	Annex 1	List of Persons Interviewed
	Annex 2	Program of CERPOD Evaluation Workshop
	Annex 3	Scopes of Work

I. EXECUTIVE SUMMARY

The FPMD contract mandates the contractor, Management Sciences for Health, to undertake extensive evaluation of project activities. The evaluation includes evaluation of subprojects as well as five in-depth country evaluations and two program evaluations.

In July 1994 Dr. Walter Mertens traveled to Bamako, Mali and Dakar, Senegal. The basic objective of this trip was the final subproject evaluation of the Centre for Applied Research on Population and Development (CERPOD) and the first step in the evaluation of Francophone Regional Advisory Committee (FRAC).

The full CERPOD evaluation report is available as a separate document.

II. EVALUATION OF CERPOD

As one of FPMD's subproject evaluations, the purpose of the CERPOD evaluation was to look at FPMD's interventions in terms of their consequences on the internal structure and management dynamics of the organization and their potential impact on the quality of the organization's services. Interviews were conducted with three categories of people: CERPOD staff members, representatives of donor agencies involved with CERPOD, and members of population research institutions with interests in the region. The evaluation is also based on the examination of the outputs of FPMD interventions as reflected in the strategy, planning and reporting documents of CERPOD. To obtain information on the management system a questionnaire was used which had been jointly developed by the Technical and Evaluation Units.

The interviews were preceded by a two-day workshop on evaluation philosophy and methodology for a select group of CERPOD members (see Annex 2 for program of workshop). Emphasis in the workshop was on evaluation as an integral tool of management.

The evaluation tells a success story of FPMD technical assistance to CERPOD. All interviewees agreed that the management system of CERPOD has improved on both individual and institutional levels. Interviewees also stressed that FPMD interventions are a successful example of knowledge transfer; that they have helped create a better awareness of problems confronting CERPOD; they have contributed to better thought-out strategies and workplans (as evidenced in the workplan for 1994-1999); and they have given CERPOD a better sense of future challenges.

CERPOD has played a crucial role in the acceptance of population policies by the majority of the Sahel countries and is currently making an important contribution to the execution of these policies. However, as CERPOD members recognize, the future of the organization is not yet completely assured. There are five important challenges to be met in the future: the need to stay abreast of new developments in management; the need for more

systematic personnel policies; the need for better and more systematic evaluation of CERPOD's activities; the need for a balance between CERPOD's resources and its obligations; and the sustainability and long term survival of CERPOD.

III. EVALUATION OF FRAC

FRAC is a network of senior family planning workers from Haiti and francophone countries in Africa. This project has been selected as one of the major project evaluations of FPMD. This trip was the first step in the evaluation of the project and concerned only the effects of the project in Mali and Senegal.

Persons interviewed were FRAC participants and persons from the family planning and the donor community who are familiar with work of the FRAC members. Special emphasis was given to the impact of participation in FRAC network on the work of FRAC members in family planning and on their potential role in the formulation and implementation of population policies and family planning programs.

IV. NEXT STEPS

The information obtained with these interviews will be consolidated with information still to be obtained from similar interviews of other FRAC members and other knowledgeable people from remaining FRAC countries. This information will be included in the final evaluation report of FRAC, to be published next year. Toward this end, Dr. Mertens will attend the 1994 FRAC meeting in Guinea to conduct meetings with attendees and will also conduct in-country interviews in Togo and Burkina Faso.

ANNEX 1

LIST OF PERSONS INTERVIEWED

LIST OF PERSONS INTERVIEWED

CERPOD EVALUATION

CERPOD Staff

Ibrahima K. Ba
Mathias Dakuyo
Mme Fadima Diarra
Abdoubakarri H. Dicko
Aliou Diongue
Mme Nafissatou Diop
Moussa Dolo
Mouhamadou Gueye
Keumaye Ignegongba
Mamadou K. Konate
Fara G. Mbodji
Dieudonné Ouedraogo
Hamari Soumaoro
Mme Sy Oumou Soumare

Others

Isaiah Ade. Ebo, UNFPA
Anne Gaudet, Canadian Embassy
John F. May, The Futures Group
Lucy S. Mize, CEDPA
Sara Pacqué-Margolis, USAID

FRAC EVALUATION

FRAC Participants

Dr. Doucoure Arkia Diallo, Division de Santé Familiale et Communautaire
Dr. Aboubacry Thiam, Conseiller en Santé Familiale
Mme. Dicko Mariam Sidibé, A.S.D.A.P.
Mme. Traoré Tatoumata Touré, A.S.D.A.P.

Others

Paulette Chaponniere, MSH Senegal
Dr. Sidiki Coulibaly, UNFPA
Dr. Charles Debose, USAID Senegal
Ibrahima Lamine Diop, UAPS
Robert de Wolfe, MSH Senegal
Isaiah Ade. Ebo, UNFPA
William Emmet, MSH Senegal
Anne Gaudet, Canadian Embassy
Dr. Adama Koné, BASICS
Paul Libiszowski, MSH Senegal
John F. May, The Futures Group
Lucy S. Mize, CEDPA
Sara Pacqué-Margolis, USAID

ANNEX 2

PROGRAM OF CERPOD EVALUATION WORKSHOP

**CONTENTS OF TWO-DAY WORKSHOP ON EVALUATION
FOR STAFF MEMBERS OF CERPOD**

A. Introduction to Evaluation

1. Analytical definitions
2. Short history of evaluation
3. Importance of evaluation
4. Context of evaluation
5. Evaluation as science and art

B. Important aspects of evaluation

1. Identification and definition of problem
2. Objectives and goals of evaluation
3. Evaluation of intervention targets
4. Quantitative and qualitative evaluation
5. The proper evaluation of demographic and social change

C. Questions, questionnaires and interviewing in evaluation

1. Types of questions
2. Construction of evaluation questionnaire
3. Biases in interviewing

D. Examples of evaluation

1. Internal CERPOD evaluation as an essential tool of management
2. Evaluation of FPMD, including management questionnaire.
3. Coming evaluation of CERPOD by USAID

ANNEX 3
SCOPES OF WORK

SCOPE OF WORK

Walter Mertens

Bamako, Mali o/a July 15 - July 24, 1994

Dr. Walter Mertens, FPMD Evaluation Director, will travel to Bamako, Mali from Boston to undertake the following scope of work:

CERPOD

- To develop a methodology for evaluating FPMD's Technical Assistance to CERPOD;
- To collect data for evaluating FPMD's Technical Assistance to CERPOD;
- To teach a two-day seminar to CERPOD professional staff on the principles of evaluation and the design of an evaluation process they can apply to themselves;
- To model an evaluation process, applied to FPMD, which can be used by CERPOD professional staff to evaluate their own Technical Assistance in the Sahel countries they serve; and

FRAC

- To collect information through interviews with current and past FRAC participants and USAID mission officials regarding the contributions of the annual FRAC meetings to the goals of Mali's family planning program.

SCOPE OF WORK

Walter Mertens

Dakar, Senegal o/a July 24 - July 29, 1994

Dr. Walter Mertens, FPMD Evaluation Director, will travel to Dakar, Senegal from Boston to undertake the following scope of work:

- **To collect information through interviews with current and past FRAC participants and USAID mission officials regarding the contributions of the annual FRAC meetings to the goals of the Senegalese family planning program.**