

**A.I.D. EVALUATION SUMMARY - PART I**

*PDBM/42*

1. BEFORE FILLING OUT THIS FORM, READ THE ATTACHED INSTRUCTIONS.  
2. USE LETTER QUALITY TYPE, NOT "DOT MATRIX" TYPE.

**IDENTIFICATION DATA**

<b>A. Reporting A.I.D. Unit:</b> Mission or AID/W Office <u>REDSO/ESA</u> (ES# <u>88-2</u> )		<b>B. Was Evaluation Scheduled In Current FY Annual Evaluation Plan?</b> Yes <input checked="" type="checkbox"/> Slipped <input type="checkbox"/> Ad Hoc <input type="checkbox"/> Evaluation Plan Submission Date: FY <u>87 Q 3</u>		<b>C. Evaluation Timing</b> Interim <input checked="" type="checkbox"/> Final <input type="checkbox"/> Ex Post <input type="checkbox"/> Other <input type="checkbox"/>	
<b>D. Activity or Activities Evaluated</b> (List the following information for project(s) or program(s) evaluated; if not applicable, list title and date of the evaluation report.)					
<b>Project No.</b> Grant No. 623-0662-G- 00-5022-00	<b>Project /Program Title</b> Mid-term Evaluation Report Family Planning Training Support Project, Centre for African Family Studies (CAFS) Aug. 20-Sept 9, 1987	<b>First PROAG or Equivalent (FY)</b> Aug, 1985	<b>Most Recent PACD (Mo/Yr)</b> Sept, 1988	<b>Planned LOP Cost (000)</b> 2,300	<b>Amount Obligated to Date (000)</b> 2,300

**ACTIONS**

<b>E. Action Decisions Approved By Mission or AID/W Office Director</b>		<b>Name of Officer Responsible for Action</b>	<b>Date Action to be Completed</b>
<b>Action(s) Required</b>			
<b>RECOMMENDATIONS:</b>			
1. The mission endorses the success of the project to date, but recognizes the need to extend the project through 1991 to achieve self-sustainability objectives. REDSO/ESA will prepare documentation on prospects for project extension through December 31, 1988 and request AID/W to finance new project to provide follow-on support through December 31, 1991.		RPO Danart	Aug, '88
2. CAFS will formally review core costs and self-financing in relation to IPPF support and continued A.I.D. financing. The potential role of A.I.D. for core cost support to CAFS will be explored.		CAFS Director RPO Danart	Sept, '88
3. REDSO/ESA will prepare a pipeline analysis to articulate planned expenditures from proposal submitted by CAFS, through December 31, 1988 (i.e. inclusive of the proposed three month extension of the September 30, 1988 PACD).		RPO Danart	Completed June '88

(Attach extra sheet if necessary)

**APPROVALS**

**F. Date Of Mission Or AID/W Office Review Of Evaluation:** \_\_\_\_\_ (Month) \_\_\_\_\_ (Day) \_\_\_\_\_ (Year)

**G. Approvals of Evaluation Summary And Action Decisions:**

<b>Name (Typed)</b>	<b>Project/Program Officer</b>	<b>Representative of Borrower/Grantee</b>	<b>Evaluation Officer</b>	<b>Mission or AID/W Office Director</b>
	Arthur H. Danart		Monica K. Sinding	Satish P. Shah
<b>Signature</b>	<i>Arthur H. Danart</i>		<i>Monica K. Sinding</i>	<i>Satish P. Shah</i>
<b>Date</b>			5/31/88	

Action Decisions Approved By Mission or  
AID/W Office Director (Continued)

4. REDSO/ESA should assist CAFS to identify and secure outside technical assistance to work with CAFS and IPPF to determine the most cost-effective and efficient means to implement the French courses.

5. CAFS should move forward to design and implement follow-up strategies for participants from A.I.D.-supported courses.

6. CAFS should review its personnel policy and performance appraisal system. It should establish an in-house planning committee to assess administrative and personnel policy.

Name of Officer  
Responsible for  
Action

Date of Action to  
be Completed

CAFS Director

Jan '88

CAFS Management  
Director

Sept '88

CAFS Senior  
Management

June '88

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**ABSTRACT**

**H. Evaluation Abstract (Do not exceed the space provided)**

The Family Planning Training Support Project of the Centre for African Family Studies (CAFS) has three major objectives: 1) to increase the capacity of CAFS to develop and manage family planning courses and train personnel in family planning, to increase CAFS capabilities and skills in training, program development, training methodologies, management and evaluation; 2) to strengthen family planning delivery systems through the training of operational family planning personnel in program management, contraceptive technology, and training of trainers; and, 3) to improve delivery of family planning information and services in programs where staff have been trained by CAFS. Because the need for trained personnel in family planning is so great, REDSO/ESA established a grant to CAFS to expand its family planning capabilities.

The **MAJOR FINDINGS** and **CONCLUSIONS** of the evaluation are:

- o Meeting Objectives - This well-managed project will meet or exceed most of its program objectives by PACD, December, 1988.
- o Value of Training - Interviews with former participants indicated positive support for the training and a successful application of their knowledge.
- o Self-Sustainability - Little progress was made towards creating a self-sustaining regional institution. The evaluators concluded that three years was not sufficient to achieve this program objective.
- o Follow-Up TA - Because of the heavy training load, CAFS was not able to meet the grant requirement of follow-up technical assistance for strengthening national family programs as well as their own courses. In the final years of the grant, CAFS intends to emphasize the follow-up technical assistance component.
- o Regional Need - The large number of applications and expressions of interest clearly reflect the need for the training which CAFS project provides.

The **LESSONS LEARNED** from this evaluation include:

- o Timeframe for Sustainability - A newly developing regional training institution requires at least five or more years to mature and achieve partial self-sufficiency.
- o Follow-Up Technical Assistance - For a training institution to do more technical assistance and follow-up, more human and financial resources must be provided than have been provided to CAFS.
- o Francophone Capability - For a regional training institution to operate successfully in Africa, it must be able to provide training and technical assistance in both French and English. Although the costs of operating in francophone Africa are significantly higher than those in anglophone Africa, the benefits out-weigh the costs.
- o Project Leadership - A good training institution is dependent on the calibre and motivation of its staff. Project management should pay careful attention to the needs of its staff.

**COSTS**

**I. Evaluation Costs**

1. Evaluation Team		Contract Number OR TDY Person Days	Contract Cost OR TDY Cost (U.S. \$)	Source of Funds
Name	Affiliation			
Freeman T. Pollard	I.S.T.I.	25 days	Contract Cost \$30,000	CAFS Grant
Geri Marr Burdman	I.S.T.I.	25 days		
Linda Bernstein	REDSO/ESA			
2. Mission/Office Professional Staff Person-Days (Estimate) _____ 25		3. Borrower/Grantee Professional Staff Person-Days (Estimate) _____ 10		

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**B. Follow-Up/Strategy Considerations**

1. More emphasis should be placed on follow-up and technical assistance with the dual purpose of improving the family planning program of the identified country as well as enhancing the training situation.
2. CAFS should move forward aggressively on the design and implementation of in-country, follow-up strategies for participants from the AID-supported courses. This follow-up should consider possible barriers to effectiveness that may be presented by the environment in which former participants must perform their work.

**C. Project Leadership**

1. Since a training institution is dependent on the motivation and capabilities of its staff, CAFS management should pay special attention to staff needs.
2. CAFS should review personnel categories and appointments (e.g. nurse/midwives) and revise them when necessary.
3. CAFS should establish a performance appraisal system and it should be implemented immediately (senior staff should be directly involved in design of this system).
4. CAFS' personnel should conduct annual retreats.
5. A staff project planning committee formed and meet regularly with the director.

**D. Training Course Development & Implementation**

1. REDSO/ESA should assist CAFS to identify and secure outside technical assistance to work with CAFS and IPPF to determine the most cost-effective and efficient means to implement the French courses.
2. CAFS should give greater consideration to the criteria for selecting participants in order to improve geographic distribution.
3. The training staff should be allowed sufficient time to review all courses and materials periodically. They should have the flexibility to update core curricula in response to participant needs.
4. The training of trainers (TOT) and the Contraceptive Technology Update (CTU) courses should be expanded to provide additional supervised clinical experiences.
5. Adequate audio visual materials and equipment should be provided for the CTU and TOT courses (i.e. slide sets, projectors and anatomical models).
6. Recruiting practices should be reviewed to insure that potential candidates are receiving application information in a timely manner.
7. More flexible criteria for the selection of training participants should be considered.

Lessons Learned:

1. Institutions that specialize in one thing, e.g. training, do not easily or willingly convert to other organizational types, e.g. technical assistance providers, regardless of the intent of the project designers.
2. In order to move towards a new or different managerial approach, it requires much more than mutual agreement on project design. A heavy burden falls on the project monitor to constantly urge and encourage the organization leadership to explore this "different" approach.
3. A final lesson is that expectations must be tempered by a realistic assessment of the environment in which the project is placed. Three years to create a self-sustaining family planning training, technical assistance organization in Africa, is not realistic.

## A.I.D. EVALUATION SUMMARY - PART II

### SUMMARY

J. Summary of Evaluation Findings, Conclusions and Recommendations (Try not to exceed the three (3) pages provided)

Address the following items:

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|---|--|
| <ul style="list-style-type: none"> <li>• Purpose of evaluation and methodology used</li> <li>• Purpose of activity(ies) evaluated</li> <li>• Findings and conclusions (relate to question)</li> </ul> | <ul style="list-style-type: none"> <li>• Principal recommendations</li> <li>• Lessons learned</li> </ul> |
|---|--|

Mission or Office: REDSO/ESA	Date This Summary Prepared: March 8, 1988	Title And Date Of Full Evaluation Report: Mid-term Evaluation Report; Family Training Support
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Project, Centre for African Family Studies (CAFS) 8/20/87-9/9/87

**Purpose of Evaluation and Methodology Used:** The mid-term evaluation was intended to assess project progress to date and make recommendations that would enhance CAFS' capabilities to accomplish the project's objectives. The International Science and Technology Institute Inc. (I.S.T.I.) was hired by CAFS to perform the evaluation. Two individuals were selected by I.S.T.I., one specializing in management and the other in training. These consultants were assisted by a Project Development Officer from REDSO. Prior to arriving in Kenya, the two consultants reviewed all relevant documentation, visited IPPF headquarters in London, and developed a strategy for assessing the organization. They relied primarily on a combination of in-depth interviews and observation, supplemented by substantive project documentation. They conducted a field visit to observe a CAFS training course, and met with the course participants as well as a number of earlier graduates of CAFS programs. With assistance from CAFS management and some A.I.D. Missions they distributed a survey questionnaire to former participants. Surprisingly, they received a high rate of response. Although this was not intended to be a full-scale EOP evaluation, it was sufficiently comprehensive to give CAFS and REDSO a much clearer understanding of the Project and their respective expectations of project outputs.

**Purpose of the Activity Evaluated:** The grant was intended to establish a viable family planning regional training institution that would assist in developing and strengthening family planning programs throughout Africa. The challenge for regional institutions such as CAFS is to design and provide family planning training programs that are relevant to the needs of Africa. Costs, identifying capable staff, language barriers, and logistics are some of the constraints, that the Family Training Support Project was intended to overcome. CAFS was originally created by the International Planned Parenthood Federation (IPPF) to assist African affiliates strengthen their management and service delivery capabilities. REDSO, through use of FHI funds, enables CAFS to expand this training and assistance to other family planning organizations, both public and private.

**Findings and Conclusions:**

- o **Training** - The evaluators found that on the training side, CAFS has met or will exceed its project objectives. A new course has been developed in communications. The existing curriculum (including the communications course) is being given in French. Two of the courses will be lengthened by one week to include more practical training opportunities.

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- o Follow-Up TA - On the follow-up and technical assistance side, CAFS has thus far failed to meet its project goals. Because of limited resources and time, and normal inclination for teachers to teach, CAFS has given little attention or interest to T.A. or follow-up. This component was included in the Project to expose the CAFS instructors to actual situations and thereby strengthen the courses. CAFS, as a result of the evaluation, has recognized this shortcoming.
- o Francophone Training - The evaluation noted that training in African francophone countries is more expensive than training in African anglophone countries. However, it was determined that family planning training is even more critically needed in the francophone countries, thus justifying the additional costs.
- o Self Reliance - CAFS' activities financed by other donor agencies contributed to an enhanced potential for self-reliance and less financial dependence on IPPF. However, IPPF plans to re-examine its fiscal commitment to CAFS and clarify the extent of CAFS' autonomy. An option for continued IPPF support may be the "purchase of training services". If this option is exercised, the A.I.D. project may be required to make a greater contribution to CAFS' recurrent core costs.

o Project Design Strategy Considerations -

A. Regional Training

The regional approach to training was endorsed by most agencies involved with CAFS except the IPPF, which recommends more 'grass roots' training. The CAFS' leadership disagrees with IPPF and this viewpoint was corroborated by the evaluation team. However, in-country TA is also needed and is presently not readily available from CAFS. This issue must be addressed by those who will determine the nature of A.I.D.'s future assistance to CAFS.

B. Training and Service Delivery

The evaluation team felt that efforts should be made to identify how individuals trained by CAFS actually deliver services. Follow-up in-country technical assistance was noted as a critical need within the CAFS structure. This TA should be supported to monitor the training's impact, and encourage past course participants to apply their newly acquired skills with maximum efficiency.

- o Project Duration - Experience suggests that a minimum of five years is needed to achieve all of the objectives expected of the CAFS project. The evaluation implied that an extension of the project is warranted.

Principal Recommendations: The team presented the following principal recommendations

A. CAFS' Self Reliance

1. Additional time is required to build a self-sustaining regional training institution.
2. CAFS needs to critically review core costs and self-financing issues.
3. REDSO should re-examine its' assumptions for time required to build a good regional training institution. The original grant to CAFS is for 3 years. REDSO/ESA should advise on the availability of follow on funds.

## ATTACHMENTS

K. Attachments (List attachments submitted with this Evaluation Summary; always attach copy of full evaluation report, even if one was submitted earlier; attach studies, surveys, etc., from "on-going" evaluation, if relevant to the evaluation report.)

MIDTERM EVALUATION REPORT, FAMILY PLANNING TRAINING SUPPORT PROJECT, CENTRE FOR AFRICAN FAMILY STUDIES (CAFS)

## COMMENTS

L. Comments By Mission, AID/W Office and Borrower/Grantee On Full Report

This evaluation clearly demonstrated the critical role played by the Center For African Family Studies. With the possible exception of Zimbabwe, no country in sub-saharan Africa is currently capable of providing adequate training for family planning providers. Trained personnel is the essential element of any family planning program. The evaluators acknowledged that no organization is capable of providing all of the training required to meet the demand of new and rapidly growing family planning organizations in Africa. CAFS focuses its efforts on the training of trainers, and the management of family planning programs which utilize the multiplier effect to great advantage. As a regional training institution, CAFS provides excellent training and is highly regarded by both public and private family planning organizations.

The mission also acknowledges that a training institution needs to provide more than just training courses. This was intended in the original project design, but three years is not sufficient (as emphasized by the evaluators) to establish an organization capable of providing technical assistance, training, program design, and evaluation capacities. It is the recommendation of the evaluators (and it is concurred by REDSO) that a minimum of an additional three years is required for CAFS to achieve these objectives. The primary focus of CAFS should continue to be the training of family planning providers, but adding the other elements described above will enhance CAFS' training capability.

The evaluation team recommended "CAFS should join IPPF in a joint task force to determine how a better response to FPA training needs can be accommodated within the context of CAFS' training capabilities." CAFS rejects this recommendation on the basis that the FHI grant is intended to expand training needs to meet a larger target audience, including private and public sector family planning programs. REDSO/ESA agrees with CAFS.

The mission noted that the evaluation did not present enough fiscal information concerning expended and reserve A.I.D. funds in the grant. Although it was not part of the evaluation team's scope of work to review project expenditures, the evaluation caused REDSO/ESA to review the project budget and pipeline. REDSO/ESA and CAFS found that there were significant amounts of funding which could be re-programmed to expand activities which were identified as successful by the evaluation report. In response, CAFS has prepared a revised workplan for the third and final year of the project. This revised workplan will incorporate the recommendations made in the evaluation and still be within the original budget. A pipeline analysis is planned for August 1988 and it is anticipated that all project funds will be expended by the 12/31/88 PACD.

The Mission review of the evaluation discussion focused on eventual self-sufficiency for CAFS. Although it was agreed that self-sufficiency is neither realistic nor practical for the current or proposed follow-on grant, the proposal designers should plan for buy-ins from the new population bi-lateral programs that are currently being developed in Africa.

An additional minor concern was also raised concerning the less than optimal intergration of the REDSO PD Officer into the team's activities and findings.